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South African attack deepens gloom over talks

Black gunmen killed four whites at a golf club in King William's Town in the first serious incident of terrorism against whites since talks began on ending apartheid. The attack will deepen gloom over constitutional talks, due to resume this week for the first time in six months, and could provoke a violent backlash from rightwing whites. Page 2

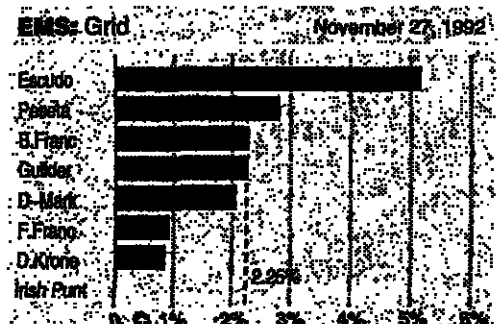
Threat to EC drilling plans Norway and Denmark are threatening to postpone approval of EC moves to increase competition in North Sea oil and gas exploration and drilling. Page 12

Rhône-Poulenc, state-owned chemical group which the French government is trying partially to privatise, has painted a bleak picture of its prospects. Page 13

Pérez refuses to resign Venezuelan president Carlos Andrés Pérez said he would not resign as a result of the failed attempt to topple his government because such a move would only "precipitate chaos and tragedy". Page 4

China-UK row deepens China's row with Britain about democracy in Hong Kong worsened when senior Chinese representatives in the colony cast doubt over the future development of Hong Kong's container port. Page 12

European monetary system The EMS grid has virtually been turned on its head over the past seven days. Devaluations of the escudo and peseta last weekend put these two currencies above their new central parties against the D-Mark - and at the top of the grid. The Irish punt is at the bottom of the grid. It is widely seen as the next devaluation candidate, in spite of assurances to the contrary from the authorities in Dublin. The French franc's relegation from fourth place to second from bottom signals new weakness in the currency following last week's ERM turbulence. Currencies, Page 25



The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS's narrow 2.25 per cent fluctuation band. In practice, currencies in the narrow band cannot rise more than 2.25 per cent from the weakest currency in that part of the system. The Spanish peseta and Portuguese escudo operate with 5 per cent fluctuation bands.

Nippon Life Insurance, largest of Japan's life companies, reported a meagre 2.5 per cent increase in premium income for the first half, as the Japanese industry recorded its lowest level of asset growth in the postwar period. Page 16

Kuwait Investment Office, which claims to have lost billions of dollars on industrial investments in Spain, was at the same time making large profits there for institutional and private Kuwaiti clients, an FT investigation has found. Page 12; Where did the billions go? Page 15

UK may close USM The Unlisted Securities Market, the UK's junior stock market, may close because of falling interest in the 12-year-old market set up to help entrepreneurs gain access to equity markets. Page 6; Lingering death, Page 13

Shelling in Sarajevo Shelling and machinegun fire thrashed through Sarajevo and other areas of Bosnia killing two people just hours before a truce between Bosnia's Serbs and neighbouring Croatia was due to take effect. Aid reaches Srebrenica. Page 3

BASF, German chemicals group, is to slash polystyrene capacity at its Ludwigshafen plant by 25 per cent because of falling demand and the impact on prices of the D-Mark's recent appreciation. Page 16

Aid workers fear US intervention UN officials considering new relief measures for Somalia have been warned that large-scale US intervention could jeopardise the safety of aid workers in the country. Page 4

ICI, British chemicals group, is to decide in three months whether to pull out of chlorine production because of high electricity prices. Page 12

Alaska oil spill suits settled The operator of the trans-Alaska pipeline has agreed to pay the state of Alaska and the federal government \$22m to settle outstanding lawsuits related to the 1989 Exxon Valdez oil spill. Page 4

Japan seeks defence cuts The Japanese defence budget in 1993 is likely to suffer its first cut in real terms for 22 years, as the ¥4,700bn (\$38bn) budget becomes a target for cuts to finance higher investment in public works. Page 2

Israel flotation Israel's government launched the country's biggest flotation of state-owned shares, placing its 42.5 per cent stake in investment group IDB Holding on the market for an expected return of \$350m. Page 16

Asian trade bloc Five former Soviet central Asian republics have joined the Economic Co-operation Organisation, a group set up by Pakistan, Iran and Turkey to expand mutual trade. Page 2

Austria	9,500	Greece	1,200	Lux	1,600	Qatar	12,000
Belgium	1,200	Hungary	1,100	Malta	1,000	S. Korea	1,100
Denmark	1,100	Ireland	1,000	Morocco	1,100	Singapore	1,100
France	1,100	Italy	1,100	Neth	1,100	Spain	1,100
Germany	1,100	Japan	1,100	Portugal	1,100	Sweden	1,100
Greece	1,100	Poland	1,100	Romania	1,100	Switzerland	1,100
Ireland	1,100	Russia	1,100	Slovakia	1,100	Taiwan	1,100
Italy	1,100	Spain	1,100	Slovenia	1,100	Thailand	1,100
Japan	1,100	Sweden	1,100	Syria	1,100	Turkey	1,100
Korea	1,100	Switzerland	1,100	Taiwan	1,100	Ukraine	1,100
Luxembourg	1,100	Taiwan	1,100	Thailand	1,100	USA	1,100
Malta	1,100	Thailand	1,100	USA	1,100		
Morocco	1,100	USA	1,100				
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Turkey	1,100						
Ukraine	1,100						
USA	1,100						

Kohl reassures foreigners and vows to fight far right

By Judy Dempsey in Bonn and Hugh Carnegie in Jerusalem

MR HELMUT KOHL, the German chancellor, yesterday vowed to combat rightwing extremism as part of a two-pronged strategy aimed at reassuring the country's 8m foreigners and restoring Germany's tarnished image abroad.

Mr Kohl, speaking on German radio just three days after the interior ministry banned the extreme rightwing Nationalist Front, said the "full force of

the law would be applied" against those involved in attacks on foreigners.

At the same time, the country's main tourist agencies carried full-page advertisements in newspapers, condemning the attacks on foreigners, and reassuring the international community that the country remained a haven and home for foreigners.

Mr Kohl's interview followed a fresh attack on a refugee hostel in the eastern German town of Eberswalde, in which 18 rooms inhabited by Bulgarian and

Romanian refugees were gutted by fire, and a weekend of anti-racism demonstrations throughout Germany.

Yesterday, Israel issued its sharpest condemnation to date of the spate of racist violence. Mr Yitzhak Rabin, the prime minister, called on the authorities to "crush the head of the snake while it is small".

A cabinet statement said the Jewish state viewed with deep concern "the phenomena of neo-Nazism, racism and anti-Semitism". It added: "The govern-

ment demands that the matter be dealt with with the full severity of the law and that everything necessary be done to prevent these phenomena."

However, the cabinet rejected demands from opposition MPs and one government member that Jews from Israel and elsewhere should boycott Germany. Instead, the statement expressed appreciation for those in Germany who "struggle against racism."

Public opinion in Germany is rallying behind the government's pledge to curb

the rise of the far right, though Mr Kohl has been criticised for reacting too slowly to extremism.

Efforts to contain the violence runs in parallel with talks by the main political parties about how to amend the constitutional right to asylum, which guarantees the right of any individual to seek political asylum in Germany.

Asylum demands, Page 3
Europe's flexible friend, Back Page Section II

Major urges compromise

UK warns of market risks if EC summit fails

By Lionel Barber in Brussels and Ivo Dawney in London

MR JOHN MAJOR, the UK prime minister, will this week warn of the danger of fresh turmoil in international financial markets if the European Community fails to resolve its differences in a comprehensive accord at next week's Edinburgh summit.

As he embarks on a new round of diplomacy today, Mr Major is preparing to tell fellow heads of government that a series of complex deals must be reached to restore market confidence, fuel recovery and, thereby, prevent the recession deepening into a slump.

With mistrust of the British presidency of the EC still running high in European capitals, the UK prime minister must persuade his counterparts to compromise on issues ranging from the Community budget to enlargement and the political crisis caused by Denmark's rejection of the Maastricht treaty.

In Brussels, senior EC officials are concerned that Mr Major may be gambling too much on his powers of personal diplomacy to avert the alliances necessary to avoid failure at the Edinburgh summit on December 11-12.

The prime minister's task has become trickier as France has stepped up its campaign to peel away support for the EC-US compromise on farm subsidies in the General Agreement on Tariffs and Trade talks.

A solid EC majority remains opposed to scuppering the deal, but some countries such as Spain and Belgium appear to be wavering. Mr Major is in Luxembourg today and will hold crucial talks in Madrid tomorrow with Mr Felipe Gonzalez, the Spanish

prime minister. His support is needed to meet Danish requests for exemptions from the Maastricht treaty and to overcome Madrid's opposition to opening talks early next year on EC enlargement with Austria, Finland, Sweden, and Switzerland.

But Mr Gonzalez is bitterly disappointed at the UK's tough new proposals on the shape and size of the EC budget leading to the end of the decade.

The UK plan was presented to a meeting of EC foreign and finance ministers in Brussels last Friday, and drew a storm of protest from poorer EC countries led by Spain.

Britain wants to freeze EC spending for the next three years, and to limit growth to a "ceiling" of 1.22 per cent of the Community's gross national product in 1988 and 1997, before lifting it to 1.25 per cent in 1998 and 1999. The approach won support from Germany, the Netherlands and richer EC members, but Greece, Ireland, Spain and Portugal denounced the compromise and called for the allocation of greater resources known as "cohesion funds".

France has been wooing Spain in an effort to build a coalition in favour of renegotiating the deal with the US on farm subsidies on the grounds that it is not compatible with the EC agreement last May to reform the Common Agricultural Policy.

The aim is to end France's isolation within the EC on the Gatt trade talks, thus avoiding the exercise of a French veto which would provoke a serious split in the Community.

Spain and Maastricht, Page 5
Monday Interview: Martin Bangemann, Sect II



Russian president Boris Yeltsin at yesterday's Moscow meeting of representatives from democratic groups from all over Russia

Yeltsin calls for new reformist party

By John Lloyd in Moscow

MR BORIS YELTSIN, the Russian president, called yesterday for the establishment of a pro-reform political party, of which he pledged to be part.

He made the call as it became apparent that his government has no effective agreement with the Civic Union centrist bloc on the eve of a critical Congress of People's Deputies session which starts tomorrow. Civic Union support is thought to be essential if the government is to avoid defeat.

Democratic Russia, the group which supported Mr Yeltsin in his successful bid for the presidency last year, has split into a number of factions, and prospects for effective unity among reform forces with weak party structures are remote.

As reformists and Civic Union continue to trade charges and veiled threats, Mr Yeltsin told a meeting of his supporters in Moscow that a reformist party must be created - and that he "would be with that party and in that party".

To applause from the audience of representatives of democratic

groups from all over Russia, he said that "economic reform at the beginning of this year looked more dead than alive - but now, market mechanisms are beginning to fully work".

Civic Union leaders spoke in different tones yesterday, but it was clear that no final deal on the shape of the government reform package and on the membership of the cabinet has yet been reached.

Mr Alexander Vladislaviev, leader of the Renewal Party within the Civic Union and deputy head of the Russian Union of

Industrialists and Entrepreneurs, said he believed that the government saw the need for a stronger and more interventionist state - a key demand of the Civic Union - and that the administration should not resign as long as it introduced "corrections" into its reform programme. However, Mr Vasily Lipitsky, head of the executive committee of the Party of Free Russia was quoted by the official news agency Itar Tass as saying further cabinet changes were required.

Government ministers appeared to accept that no agree-

ment had been reached and that none was likely. Mr Andrei Nekhayev, the economics minister, told the democrats' conference that behind the Civic Union's words of support for reform lay an attempt to take the economy back to administrative control.

Mr Andrei Kozirev, the foreign minister, used the same gathering to appeal to "democratic allies" in the west for "more par-

Continued on Page 12
Editorial Comment, Page 10

Matsushita sends 500 workers on a Japanese sales odyssey

By Charles Leadbeater in Tokyo

MATSUSHITA, the world's largest consumer electronics group, has launched an unprecedented drive to boost sales with a plan for staff to visit 10m Japanese households in three months to find out what would encourage consumers to spend more.

About 500 Matsushita staff have been sent from Osaka and Tokyo to work with more than 19,000 local retailers from Hokkaido in the north to the island of Okinawa in the far south in making the household visits, usually in the evenings and at weekends.

Matsushita earlier this month reported a 65.6 per cent drop in pre-tax profits to ¥67.9bn (\$548m) in the six months to September, largely as a result of a

slide in Japanese demand for videocassette recorders, televisions and audio products.

The company launched the campaign at the start of last month and plans to complete most of it by the end of the year. Staff are using computer records of customers kept at local shops to visit regular customers, check whether their existing Matsushita products are working properly, make repairs free of charge and ask customers what sort of new products they would buy.

The results will be analyzed at Matsushita headquarters in Osaka this spring as part of a wide ranging review of the company's strategy.

About 60 per cent of Matsushita's Japanese sales are made through about 19,000 small independent retailers which serve

local markets. Matsushita has told the retailers that their ability to compete with large department store chains will depend on their ability to build strong links with their local customer base.

The retailers will be expected to make at least five home visits a day for most of next year.

Matsushita's main competitors such as Toshiba and Sony are less dependent on small retailers, making about 60 per cent of their sales through large store chains.

In common with other manufacturers, Matsushita is attempting to discard the management orthodoxy of the late 1980s that it needed a huge variety of consumer products. It is concentrating on making fewer products, fewer model changes and making its goods simpler to use.

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NORD/LB
NORDDEUTSCHE LANDESBANK
GIRZENTRALE

Hannover · Braunschweig · Magdeburg · Frankfurt
Lübeck · Leipzig · New York

Japan's defence budget likely to be reduced

By Charles Leadbeater in Tokyo

THE JAPANESE defence budget is likely to suffer its first cut in real terms for 32 years under plans for the 1993 budget drawn up by the Finance Ministry.

The ¥4,700bn (¥36bn) defence budget has become one of the main targets for Finance Ministry cuts to finance higher investment in public works to help to revive the flagging economy.

Although the main reason for the cut is the need to stimulate the economy, it marks the long delayed impact of the end of the Cold War on Japanese defence policy.

The planned cuts in the 1993 budget are likely to lead to a review of the medium-term defence spending plan, adopted in 1990, which envisaged real growth in the defence budget of 3 per cent a year between 1991 and 1995.

Defence spending in Japan has had a privileged status despite the country's constitution which limits the role of its forces to providing a minimum level of national self-defence.

Between 1961 and 1979 defence spending grew at an average of about 14 per cent a year. In the 1980s the growth slowed but was always more than 5 per cent a year. Last year's budget rose by 3.6 per cent and this year the defence forces have called for a 3.8 per cent increase in spending.

The Self Defence Agency is fighting a fierce rearguard action against the Finance Ministry which is believed to have proposed the budget should be cut to below 1992 levels. A senior SDA official said: "We will never accept zero growth."

The debate should come to a head in the second week in December.

The SDA says Japanese defence policy needs to reflect the strong growth of defence spending in nearby South Korea and China. It also argues there is limited room for cuts because about 80 per cent of the budget is made up by staff costs or payments on contracts which have already been awarded.

The SDA believes the budget will need to be expanded to respond to calls from the US

for Japan to carry a larger burden of the costs of US forces stationed in Japan as well as international peace keeping operations.

The debate over the budget is complicated by negotiations between the defence forces and the US government over plans for Japan to buy two Awaacs reconnaissance aircraft. A deal is likely to be made within the next few months adding about ¥120bn to the budget. This would make a significant contribution to reducing Japan's politically sensitive trade surplus with the US.

Overall public spending is likely to grow by about 1 per cent to about ¥72,000bn. However spending on public works will rise by about 5 per cent to about ¥8,600bn. This will mainly be financed by cuts in current expenditure on welfare programmes, which account for ¥12,500bn and education (¥6,000bn) as well as defence.

Despite the low growth in overall spending, Finance Ministry officials describe the budget as supportive because they are maintaining spending despite a drop of about ¥5,000bn in tax revenues.



Japanese protesters against corruption carry caricatures of politicians: Shin Kanemaru, Noboru Takeshita and Kiichi Miyazawa

S Korean group may help build motorway

By John Burton in Seoul

POHANG Iron and Steel (Posco), South Korea's largest steelmaker, will negotiate with China this week about its possible participation in the construction of a \$8bn (¥5.5bn) motorway between Beijing and Hong Kong.

China is also seeking support from other Korean companies, including Dong Ah Construction, and Japanese and Taiwanese partners.

Mr Park Tae-joon, honorary chairman of Posco, will hold talks with Shougang, China's leading steelmaker, about forming a consortium. Posco is already advising Shougang about construction of a cold-rolled steel mill. The building of the 2,400km motorway would take at least a decade.

Airliner flight tape 'missing'

South Korea said at the weekend that the flight data recorder tape of the Korean airliner downed by a Soviet missile in 1983 was missing from the aircraft's "black box". President Roh Tae-woo, who visited Seoul two weeks ago, writes John Burton.

The tape would help explain why the airliner strayed off course over Sakhalin Island before being shot down, killing all 269 people aboard. South Korea's ambassador to Moscow is expected to seek an explanation for the tape's absence.

S African golf club attack leaves 4 dead

By Patti Waldmeir in Johannesburg

BLACK gunmen hurling hand grenades killed four whites and injured 17 other people attending a South African wine-tasting party at the weekend, the first significant incident of racial terrorism against whites since negotiations began to end apartheid.

A government spokesman said South Africa was "shocked and horrified" by the attack, which took place at a golf club in the white Cape Province settlement of King William's Town, as well as by other incidents in which 21 more people were killed at the weekend.

The golf club attack will deepen the mood of gloom which has set in among whites as constitutional negotiations have faltered, and could provoke a violent backlash from right-wing whites who oppose negotiations. Police clearly fear such a backlash, and yesterday called for "maximum restraint" from the public.

Police have offered a \$50,000 (\$11,000) reward for information leading to arrests in the golf club incident, much more than is normal for incidents involving black victims.

The government official said the King William's Town attack, the murder of four members of a white family in a robbery, and the deaths of 14 blacks in other violence, introduced "a harsh and discordant note" after recent tentative

signs of progress in negotiations. The African National Congress (ANC) and the government are to meet later this week for the first formal constitutional talks to be held for over six months.

Local ANC officials condemned the golf club attack, describing it as an attempt by unidentified forces to foment violence in the region, which includes the volatile black homeland of Ciskei.

Police said five attackers hurled grenades into the club's bar and dining areas and started firing rounds with South African R4 or R5 automatic rifles into guests, killing two white couples and wounding 17 people, mostly whites.

"The scene was one of devastation... absolute carnage," said Mr Ray Radue, a member of parliament for the ruling National party who attended the function, held at the town's multi-racial golf club.

Mr Nelson Mandela, the ANC president, yesterday assured South Africa's white soldiers, policemen and civil servants they would not be asked to take part in a new non-racial democratic government. Reuter adds from Mamelodi, Transvaal.

"No-one will be thrown into the street, existing contracts will be respected," he said.

In the same speech he acknowledged that ANC guerrillas were being given military training in Asian and western countries. He said he had kept the government fully informed.

Central Asian republics join trade grouping

By Farhan Bokhari in Islamabad

FIVE FORMER Soviet central Asian republics along with Afghanistan at the weekend joined the Economic Co-operation Organisation (ECO), a grouping which was established by Pakistan, Iran and Turkey to expand mutual trade and business ventures.

The five are Azerbaijan, Kyrgyzstan, Turkmenistan, Uzbekistan and Kazakhstan. Tajikistan is also seeking ECO membership but was unable to send a representative to the Islamabad ceremony.

Pakistani officials are optimistic that, with a total population of 300m, the ECO member countries have a market

which is sizeable enough to support new initiatives. However, some western experts have expressed concern in recent months over the rise of a new Islamic bloc after the collapse of the Soviet Union.

Pakistani officials and representatives from other member countries who attended the weekend meeting denied

that the ECO would emerge as such a bloc which would threaten other countries.

Mr Sheharyar Khan, the Pakistani foreign secretary, said: "This is not an Islamic bloc. This is an economic bloc. We are all Islamic countries but we are focusing on economic co-operation."

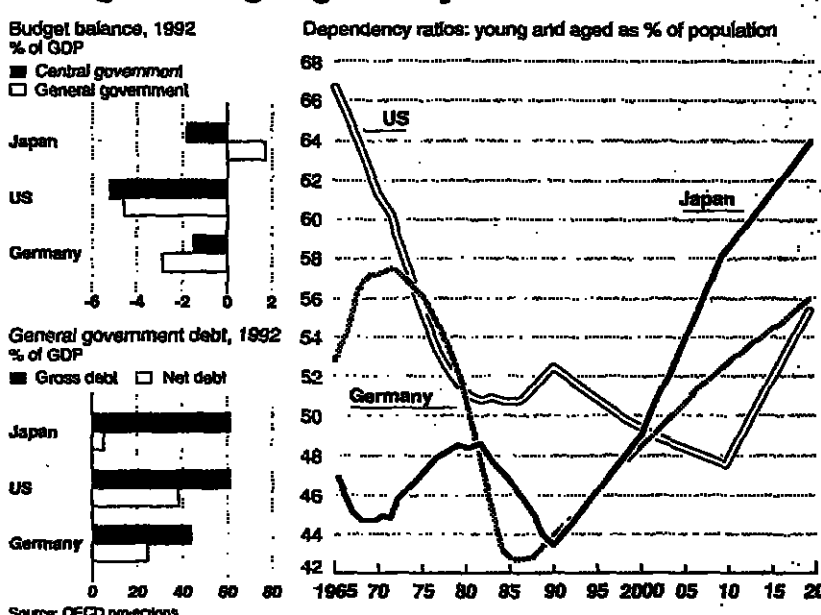
INTERNATIONAL ECONOMIC INDICATORS: MONEY AND FINANCE

This table shows growth rates for the most widely followed measures of narrow and broad money, a representative short- and long-term interest rate series and an average equity market yield. All figures are percentages.

■ UNITED STATES						■ JAPAN						■ GERMANY						■ FRANCE						■ ITALY						■ UNITED KINGDOM					
Year	Money	Short	Long	Equity	Yield	Year	Money	Short	Long	Equity	Yield	Year	Money	Short	Long	Equity	Yield	Year	Money	Short	Long	Equity	Yield	Year	Money	Short	Long	Equity	Yield	Year	Money	Short	Long	Equity	Yield
1985	8.0	8.0	8.00	10.59	n.a.	5.0	8.4	6.82	8.51	n.a.	4.4	5.1	5.45	6.84	n.a.	6.2	7.4	10.03	11.74	n.a.	13.2	13.5	14.34	13.71	n.a.	4.7	13.2	12.32	11.03	n.a.	1985				
1986	13.5	8.3	6.49	7.67	3.43	6.9	8.7	5.12	5.35	0.84	9.9	8.8	6.84	5.90	1.79	6.9	8.8	7.79	8.74	2.85	10.5	8.2	13.26	11.47	1.41	4.0	15.3	11.02	9.97	4.36	1986				
1987	11.6	8.5	6.82	8.39	3.12	10.5	10.4	4.15	4.64	0.55	9.0	7.3	4.03	6.14	2.21	4.1	10.0	8.26	9.46	2.75	10.4	9.8	11.32	10.26	1.94	4.7	14.8	9.77	9.32	3.60	1987				
1988	4.3	5.2	7.55	6.84	3.61	8.4	11.2	4.42	4.77	0.54	9.6	6.4	4.34	6.45	2.61	4.0	6.6	7.94	9.08	3.69	7.6	6.9	11.24	10.54	2.71	6.8	17.0	10.41	9.89	4.46	1988				
1989	1.0	3.9	8.99	8.49	3.43	4.1	9.8	5.31	6.22	0.48	6.3	5.7	7.11	6.94	2.22	8.0	9.5	9.36	9.78	2.88	7.1	8.2	12.41	11.61	2.46	5.9	17.5	13.96	10.40	4.36	1989				
1990	3.7	5.3	8.06	8.54	3.60	2.6	11.7	7.62	6.91	0.65	4.5	4.5	8.49	8.71	2.11	3.8	9.0	10.32	9.82	3.19	9.3	9.1	11.98	11.87	2.84	5.3	16.1	14.82	11.53	5.07	1990				
1991	6.0	3.2	6.87	7.65	3.21	8.2	3.6	7.21	6.97	0.75	5.2	5.6	9.25	8.44	2.38	-4.8	2.7	9.82	9.03	3.58	7.3	8.0	11.83	13.20	3.45	2.4	8.2	11.58	10.04	4.97	1991				
4th qtr.1991	8.0	2.8	5.00	7.34	3.08	8.5	2.2	6.11	5.88	0.76	4.2	5.6	8.47	8.29	2.45	-4.6	2.7	9.86	8.80	3.61	9.0	8.3	11.84	12.92	3.59	2.8	8.1	10.61	9.72	5.03	4th qtr.1991				
1st qtr.1992	11.0	2.9	4.17	7.29	2.90	7.5	1.7	5.01	5.49	0.88	4.3	5.6	8.82	7.91	2.31	-1.4	4.1	10.05	8.48	3.40	8.9	8.1	12.04	12.85	3.40	2.2	8.0	10.81	9.50	5.00	1st qtr.1992				
2nd qtr.1992	11.7	1.9	3.85	7.37	2.97	5.7	1.2	4.56	5.63	1.04	6.4	7.9	9.76	7.96	2.26	-1.9	5.1	10.04	8.66	3.39	9.7	9.3	12.38	12.82	3.43	2.0	8.8	10.87	9.66	4.78	2nd qtr.1992				
3rd qtr.1992	12.5	1.8	3.35	6.81	2.96	3.2	-0.0	3.90	5.10	1.06	6.7	8.8	9.72	7.88	2.53	-0.2	5.4	10.58	8.90	3.67	6.1	6.8	14.14	13.83	4.02	2.3	8.4	10.39	9.21	5.20	3rd qtr.1992				
November 1991	8.2	2.9	4.98	7.41	3.09	9.3	2.4	6.09	6.86	0.75	4.1	5.4	8.43	8.52	2.42	0.8	4.9	9.56	8.82	3.56	9.0	8.3	11.86	12.92	3.58	3.0	8.7	10.54	9.77	5.00	1991 November				
December	8.7	3.0	4.67	7.08	3.08	8.8	2.0	5.84	5.72	0.81	3.7	6.1	8.81	8.24	2.52	-4.4	2.7	10.10	8.81	3.77	10.5	9.0	12.47	13.03	3.67	3.1	8.3	10.84	9.66	5.25	1991 December				
January 1992	10.2	3.1	4.09	7.02	2.87	7.6	1.8	5.15	5.45	0.83	3.9	6.3	8.54	7.91	2.38	-2.4	3.8	9.99	8.40	3.49	11.1	9.4	11.97	12.71	3.37	2.1	8.3	10.71	9.48	5.00	1992 January				
February	11.3	3.1	4.11	7.33	2.90	7.4	1.6	5.05	5.53	0.87	4.1	5.5	8.81	7.88	2.30	-2.2	3.8	10.06	8.44	3.40	8.1	7.6	12.04	12.82	3.31	2.2	5.9	10.44	9.34	4.94	1992 February				
March	11.6	2.6	4.29	7.52	2.84	7.5	1.8	4.84	5.51	0.93	4.9	7.0	9.70	7.94	2.25	-1.4	4.1	10.12	8.58	3.31	7.4	7.4	12.10	12.59	3.49	2.3	5.8	10.67	9.66	5.04	1992 March				
April	11.9	2.3	4.04	7.47	2.97	7.0	1.6	4.59	5.68	1.08	7.0	7.5	8.75	7.94	2.26	-1.5	4.5	10.04	8.67	3.37	9.8	9.3	12.24	12.71	3.51	2.3	5.6	10.86	9.41	4.91	1992 April				
May	12.2	2.0	3.88	7.39	2.85	6.9	1.1	4.59	5.65	1.00	5.8	7.8	9.79	7.96	2.26	-1.7	5.8	9.96	8.58	3.35	9.4	9.0	12.24	12.80	3.45	2.5	5.1	10.13	9.06	4.61	1992 May				
June	11.0	1.8	3.92	7.26	3.00	3.2	0.9	4.49	5.55	1.06	6.5	8.2	8.75	7.97	2.27	-1.9	5.1	10.11	8.73	3.47	9.9	9.8	13.23	13.14	3.34	1.3	8.3	10.08	9.15	4.82	1992 June				
July	11.7	1.6	3.44	6.84	2.96	2.9	0.2	4.19	5.28	1.10	5.5	8.3	8.78	8.01	2.57	-0.7	5.4	10.29	8.90	3.69	7.7	8.0	13.36	13.14	3.26	2.5	8.7	10.21	9.06	5.15	1992 July				
August	12.3	1.8	3.37	6.59	2.95	3.7	0.3	3.75	5.03	1.12	6.0	8.6	8.88	7.99	2.60	-1.6	5.1	10.39	9.05	3.71	5.4	6.5	15.27	13.71	3.94	2.4	5.5	10.43	9.37	5.33	1992 August				
September	13.4	2.1	3.24	6.41	2.98	2.9	-0.5	3.74	4.99	0.90	8.8	9.3	9.50	7.85	2.82	-0.2	5.4	11.72	8.75	3.61	5.1	6.1	17.22	14.14	4.35	2.1	5.1	10.64	9.16	5.14	1992 September				
October	14.3	2.3	3.32	6.58	3.02	2.4	-0.8	3.71	4.90	1.04	8.4	10.4	9.55	7.38	2.72	-0.2	5.4	11.12	8.43	3.83	5.4	7.2	15.63	14.36	3.95	2.4	5.4	8.46	8.69	4.83	1992 October				

Monetary growth rates show the percentage change over the corresponding period in the previous year, and are positive unless otherwise stated. All growth rates refer to the seasonally adjusted series except for Japan and Italy. German monetary statistics now form a continuous pan-European series. Monetary data supplied by Datastream and WERA from central bank sources. Interest rates: short-term, period averages of US - 90-day commercial paper; Japan - 3-month certificates of deposit; Germany - 3-month T-bill; France - 3-month T-bill; Italy - 3-month Euro-Till; UK - 3-month Libor; long-term, period average yields on 10-year benchmark government bonds. Interest rates supplied by Datastream. Equity market yield: period averages of the gross dividend yield on the relevant FT-A world index.

Saving for an ageing society



Age-old dilemma taxes Japan's Ministry of Finance

AMID THE SEA of scandal and profligacy which is Japan's pork barrel politics, the Ministry of Finance is an island of conservatism and fiscal rectitude. Its officials take their role as guardians of the government's finances seriously and were unhappy about the size of the recent budget package. The more suggestion that it might be a little austere for the Japanese government to be running a budget surplus as the economy slides toward recession is enough to make their blood boil.

Not surprisingly, the Ministry of Finance prefers the world to take notice of its central government budget balance. Even after the ¥10,800bn (¥57bn) package, the general government budget will be in surplus next year by the equivalent of 0.7 per cent of gross domestic product. But the central government budget, as the latest OECD report on the Japanese economy stresses, will be in deficit to the tune of 2.4 per cent of GDP in 1993. The large discrepancy between the Japanese central and general government budgets is explained by the social security fund, the revenues

from which are excluded from the central government budget, in contrast to the US where they are included.

One reason for emphasising the central government deficit is politics. The Ministry of Finance has bitter memories of the speed with which Japan's politicians allowed the budget deficit to rise in the years following the 1974-1975 recession and the difficulty it subsequently had in bringing the deficit down. The ministry has been fighting an economic guerrilla war to prevent a return to fiscal profligacy.

Yet the ministry is also worried about the fiscal implications of Japan's ageing population. The right-hand chart shows the projected dependency ratios of the US, Japan and Germany over the next three decades. The US had the steepest fall in its dependency in the 1960s and 1970s as the post-war baby boom generation moved into the labour force. But Japan is expected to have the largest rise as the baby-boomers move into retirement, and live longer lives. By 2020, over half of the US population, but nearly two-thirds of the

Japanese will be either young or retired.

This helps explain why Japan has a higher personal sector savings rate than the US or Europe. But Japan also has a national savings rate that is almost twice as high as the US and UK, in part because the government is saving on behalf of its future aged. The social security fund showed a surplus of 3.5 per cent of GDP this year compared to 0.5 per cent in the US. Japan's social security fund assets are equivalent to over 50 per cent of Japanese GDP, explaining how the Japanese government can have a gross debt of over 60 per cent of GDP but a net debt ratio which is 5.4 per cent of GDP and falling, compared to an OECD average of 38 per cent.

Does it make sense for the Japanese government to save in this way? Yes, say the OECD and the Ministry of Finance. The health and pension needs of Japan's ageing population could raise the ratio of non-interest spending by 30 per cent between 1990 and 2020, equal to 8% per cent of GNP. Unless the government saves and repays debt in order to reduce the

interest burden, currently a little under 17 per cent of GDP, the general government budget will move into structural deficit and taxes will have to rise.

The alternative to higher taxes in the future is higher taxes and lower public spending today. But Japanese incomes per head are rising fast as taxpayers in the year 2020 will be absolutely much better off. The problem is that they will still have to pay a higher proportion of these higher incomes in tax, something the ministry fears they will both resent and oppose.

Yet the level of national savings will also determine how fast the Japanese economy grows between now and then. A high national savings rate now means more funds for domestic investment and more accumulated foreign assets.

We are all dead in the long run: but taxpayers in the US and UK may soon find themselves lamenting the fact that every year the long run takes longer to arrive.

Edward Balls

Human rights groups say
British proposals break law

UK to seek EC harmony on asylum

By Andrew Hill in Brussels

BRITAIN will today press its 11 EC partners for further harmonisation of asylum and immigration policies - in spite of claims that the proposed rules break international law.

Faced with the growing problem of handling an influx of refugees from the ex-Yugoslav republics and eastern Europe, immigration ministers meeting in London will consider plans to speed the procedure for dealing with "manifestly unfounded" applications for asylum.

The Joint Council for the Welfare of Immigrants, Amnesty International and the European Consultation on Refugees and Exiles have all condemned the proposals. They claim member states are riding roughshod over existing international conventions on human rights.

The organisations are also worried about the lack of public scrutiny of intergovernmental negotiations on immigration policy, which take place outside the EC framework.

Mr Johannes Van Der Klaauw, Amnesty's EC representative, said on Friday: "The new rules do not adhere to the essential principles and safeguards - the minimum standards for satisfactory [asylum] procedures."

But Amnesty admitted that the fact that the EC would agree framework "resolutions" rather than legally-binding rules limited the opportunities for a legal challenge.

The London meeting, which will continue tomorrow, also provides the last formal opportunity for EC immigration ministers to discuss whether to lift internal EC border controls on people from January 1. Britain is determined to retain controls, despite European Commission objections, but other member states have also begun to voice doubts about removing all frontier checks so soon.

Mr Kenneth Clarke, British home secretary, who will chair today's meeting, told the European parliament last week there would be no general removal of frontier controls on January 1, when the barrier-free European market should be declared open.

The recent surge of violence against immigrants in Germany, and the EC's failure to ratify conventions strengthening external frontiers, has increased pressure on the ministers to toughen asylum policy and maintain border checks.

The United Nations High Commissioner for Refugees, which has been discussing the new rules with the UK presidency of the EC, estimates that as many as 550,000 asylum applications could be made during 1992, 440,000 in Germany alone.

Ministers will also be asked to consider criteria for returning asylum applicants to the first "safe" country they reached, and for defining such countries. *Bangemann interview, Back Page, Second Section*

Business wants pay rises to stay under 3.5%

THE head of Germany's industrial federation said in a newspaper interview published yesterday that wages should increase no more than 3.5 per cent, about the expected level of inflation for the coming year, AP reports from Berlin.

Several large unions are in wage negotiations or preparing for them while the German economy is on the brink of recession, and the public sector workers' union, which struck for 11 days last spring, has announced an unexpectedly low bid for 5 per cent pay increases.

Mr Tyll Necker, president of the Federation of German industry, was quoted in the *Frankfurter Allgemeine Zeitung* newspaper as saying 3.5 per cent should be the upper limit of wage rises because inflation is expected to be at that level.

Asked about possible strikes, Mr Necker replied: "Resistance against excessive claims of the unions is far higher in the current economic situation than in boom times."

"With zero [economic] growth there is nothing to share out."

The steel industry last week offered 3 per cent rises during talks with the IG Metall steel union, which is demanding 7.5 per cent.

The public sector workers' union said on Friday it would seek 5 per cent increases for its 2.1m workers. The union, which is a pace-setter for wage negotiations, and its initial demand was considerably lower than the 6.5 per cent demanded by the bank workers' union.

Germany not ready for UN council seat

CHANCELLOR Helmut Kohl said yesterday Germany would not be in a position to accept a permanent seat on the UN Security Council if one were offered today, Reuters reports from Bonn.

He said Bonn's post-war constitution for now barred Germany from shouldering an international role and sending troops on UN missions outside NATO territory.

Foreign Minister Klaus Kinkel told the General Assembly in September that Germany would not take the initiative, but would seek a permanent seat if a change in the council's composition was considered.

The council now has five permanent members with the power of veto: the US, Russia, Britain, France and China.

Mr Kohl's coalition wants German troops to be able to take part in UN peacekeeping missions and eventually fight alongside its allies on missions like the US-led Gulf war that drove Iraq out of Kuwait last year.

But the opposition Social Democrats are denying him the two-thirds majority he needs to amend the constitution, written to contain German military might after the war.

Mr Kohl said it was unacceptable that Germany had to withdraw the destroyer *Hamburg* from a UN-mandated force monitoring the embargo in the Adriatic after the Security Council decided ships sailing for Yugoslavia could be stopped and searched earlier this month.

Russian air traffic strike

RUSSIA'S air traffic controllers have threatened an all-out indefinite strike from tomorrow to protest at a court action against the union for causing economic sabotage during a strike in August, John Llewellyn writes from Moscow.

The Federal Air Traffic Controllers' Association said it will get 135 airports, most of Russia's in Moscow. Mr Borisov, a spokesman for the union, said last night that the union included Sheremetyevo, the main airport for international flights.

Mr Gennady Zaitsev, director of the air department, said at the end that the government would do all it could to air traffic, including international flights, moving.

Aid for Srebrenica after seven-month siege

Laura Silber arrives with the UN convoy bringing relief to a Moslem stronghold in Bosnia

WOMEN and children streamed down the hills in tears at the weekend as a United Nations relief convoy brought the first outside help to the Moslem stronghold of Srebrenica since the war erupted in Bosnia-Herzegovina in April.

It brought food and clothing to 70,000 people surviving on maize, oats, and potatoes in the ruins of Srebrenica. "We didn't dare to believe the Serbs would let you come here. Thank God," said 45-year-old Mrs Sabra Hasanovic.

Serb forces for seven months have besieged Srebrenica. As the convoy crossed lines in Serb-held Bratunac, most Serbs spat and swore at the passing white UN vehicles. Some black-clad women threw flowers.

As the convoy crossed the 2,000-yard no-man's-land into Srebrenica, children, many barefoot, and women dressed in *dimije*, baggy Turkish-style trousers, crowded the streets and jammed sagging balconies to welcome the UN.

The Ukrainian UN armoured personnel carriers were forced to bulldoze a Moslem barricade of burned-out buses to enter the town, nestled in the mountains. Local officials said the population of 30,000 had more than doubled, as Moslem refugees fled "ethnic cleansing" by Serb forces elsewhere in eastern Bosnia.

Moslem women told harrowing tales of journeys made on foot to sanctuary in the besieged town. "My



Citizens of Srebrenica wave as the UN relief convoy leaves. The poster reads "Thank you and come back".

father-in-law hanged himself when he saw the Serbs had set fire to his house. His wife dropped dead from the shock. Now I must take care of my two children," said Mrs Mera Kandjatorovic.

Potatoes boiled on a wood-burning stove in a kitchen she and five other refugees now call home. "We've cov-

ered the windows with plastic bags, but it will soon be cold." People have crowded into any rooms which have escaped destruction. Stacks of wood piled outside every house are the only defence against the harsh winter. Maize has replaced currency, but there is little to buy.

The women and their thin children

are terrified and hungry but the Bosnian fighters are in good spirits. They vow to defend the town, whose centre was burned out by Serbs when they briefly held it in April.

Mr Resup Naserovic, a local commander, said he did not hate his Serbian neighbours.

"We are not fighting a jihad [holy

war], but the Serbian side is forcing us into one. We don't want it to be a religious war because there are also people of Serbian nationality on our territory."

Ironically, Mr Naserovic, 25, spent 4½ years as a personal bodyguard of Serbian President Slobodan Milosevic, widely seen as most responsible for the war in Bosnia. Fighters capoled the town's first visitors into giving them cigarettes while others helped UN soldiers unload the 137 tonnes of flour, beans and sugar.

Doctors at Srebrenica hospital were aghast that the convoy brought no medicine. "We have nothing. No medicine, no pain-killers," complained Mr Aziz Husic, one of five local doctors caring for 70 wounded. The stench of blood permeated the freezing building. "We perform amputations without anaesthetic," he said. The hospital linen and even old bandages are washed in the river. The UN High Commissioner for Refugees (UNHCR) on Saturday said medicines would be included on the next convoy, which could be as soon as next week.

But the UNHCR managed to reach Srebrenica only after months of negotiations and a four-day stand-off at Bosnia's frontier with Serbia.

As winter sets in, Srebrenica waits for the siege to end. Mrs Hajrudina Husic said: "This food will help. But it's not enough and maybe you will never be allowed here again. Help us to leave this place, or we will starve to death."



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هكذا امن الأهل

NEWS: INTERNATIONAL

Pérez refuses to resign over Venezuela revolt

By Joseph Mann in Caracas

PRESIDENT Carlos Andrés Pérez said in a televised speech yesterday that he would not resign as a result of the failed attempt to topple his government, saying such a move would only "precipitate chaos and tragedy in Venezuela".

Officials stressed that state and local elections would take place as scheduled on December 6, and that registered candidates and political parties could hold public rallies. All other public meetings are still banned under the government's emergency powers.

The government has arrested about 500 officers and 800 soldiers from different branches of the armed forces for participating in Friday's failed coup. An estimated 170 people died during the unsuccessful rebellion, including military and civilians, according to Gen. Ivan Dario Jimenez, the minister of defence. It was not immediately clear, however, whether this figure included some 45 prisoners who died during a break out from Caracas jail, and the total death toll, which includes 142 civilians, could be higher.

The minister indicated that while the attempted coup was led by elements of the Venezuelan Air Force, members of the navy, national guard and



A twisted bomb in front of the presidential palace in Caracas is a graphic reminder of the attempted coup, while Gen. Efraim Visconti (right), one of the rebel leaders, seeks asylum in Peru



army (the latter to a very small extent) also participated.

The authorities have not yet identified civilians who played a leading role in the uprising, except to say that they are "subversives from the left".

The government of President Pérez, which faced a coup attempt nine months ago in which an estimated 40 people died, is to use special provisions under the Military Justice Code to bring those

charged with military rebellion to swift judgment, perhaps within a fortnight.

Army officers who led the February 4 rebellion have used delaying tactics to stretch out their military trial, which is still receiving testimony from witnesses and the accused.

While some of the coup leaders were captured by military units loyal to the government, 93 officers and cadets escaped to Iquitos, Peru, in a Venezue-

lan air force Hercules C-130 just before pro-government forces took control of the country's main air force base in Maracay late on Friday.

Venezuela's minister of foreign affairs, retired general Fernando Ochoa Antich, said the government would be seeking to extradite the officers and recover the aircraft and weapons they carried with them.

Venezuela's capital was quiet yesterday, except for the deto-

nation of faulty bombs, dropped on La Carlota airport by rebel aircraft last Friday.

On Saturday, the day after the coup attempt, residents of the capital formed long queues at food shops, but were frightened off the streets after an unidentified helicopter strafed the presidential office complex in the centre of Caracas.

Shooting also broke out between snipers, police and security forces near the presi-

dent's office, but this had ended by Saturday afternoon.

The Pérez government has already begun to ease some of the emergency measures introduced on Friday. The 8pm to 6am curfew has been reduced to 10pm to 6am, Maigueta international airport outside Caracas has been re-opened, and the Caracas Metro has begun operating a limited schedule.

However, the Ministry of Education announced that classes in state and private schools would be cancelled until the day after the elections.

Meanwhile, Venezuelan journalists protested at the government's decision to terminate normal news broadcasts by Radio Rumbos, the largest national radio network. The station continues to be on the air, but is broadcasting only music.

Asylum problem for Peru

By Sally Bowen in Lima

THE arrival of an aircraft loaded with 93 Venezuelan military in the Amazonian town of Iquitos late on Friday has posed a delicate diplomatic problem for the Peruvian government.

Gen. Francisco Visconti Oso, the group's senior officer, claimed they fled Venezuela in danger of their lives. They had chosen to seek asylum in Peru because of "links of brotherhood which unite our people".

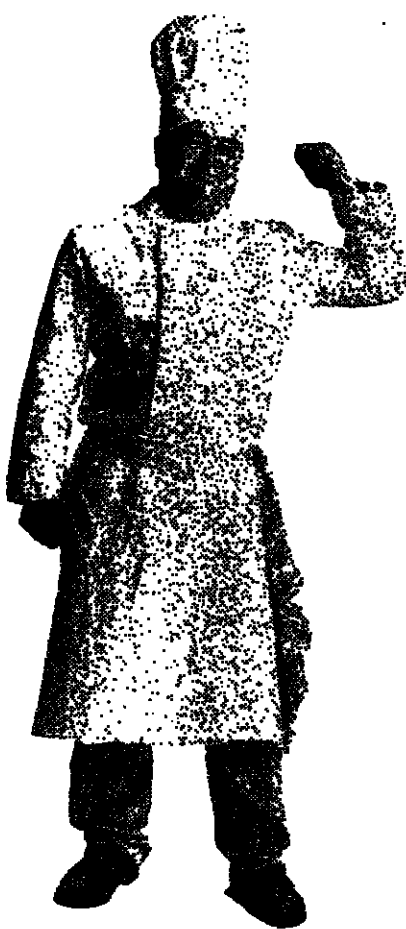
Diplomats and constitutionalists in Lima say that, on humanitarian grounds, the rebels could hardly be sent back to Venezuela. Granting them asylum, however, would further strain tense relations between the two countries.

Venezuela broke off diplomatic relations with Peru immediately after President Alberto Fujimori's April 5 coup and Venezuelan President Carlos Andrés Pérez has been one of the regime's most severe critics. As a result of last week's elections, however, relations were likely to be normalised soon.

One solution might be to shift the Venezuelans on to a third country, possibly Chile.

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Aid workers in Somalia fear US show of force

By Jurek Martin in Washington and Reuters in Nairobi

UNITED Nations officials considering new relief measures for Somalia have been warned that large-scale US intervention could jeopardise aid workers in the country.

Aid organisations battling against Somalia's famine have prepared evacuation plans, fearing reports that large-scale US military intervention will make foreign staff targets of Somali gunmen seeking hostages.

Virtually all relief organisations have said they would pull out of Somalia while troop deployment took place to avoid the risk of being attacked by rasketeers who are angry at losing their grip on the "aid business".

The White House confirmed on Friday that the US administration had concluded that "some form of military activity" involving US troops was the only way to assure the security of relief supplies to Somalia.

Mr Martin Fitzwater, the spokesman, said in Maine, where President George Bush is on vacation, that it was premature to speculate on troop deployments at this stage. Critical decisions have first to be reached in the United Nations Security Council, which has been holding meetings to discuss a Somali operation.

Somalia's two main warlords have cautiously welcomed reports of the US offer to help the UN protect food convoys and ensure aid reaches the needy. However aid workers with long experience of Somalia are sure armed gangs, only loosely controlled by warlords, would attack UN troops.

Washington is aware of the

relief agencies' concerns that their staff in Somalia may be placed at greater risk by even the talk of outside military intervention.

However, it has concluded that the alternative would be to invite even greater criticism that it is doing nothing to prevent the humanitarian catastrophe.

There has been a fundamental shift in the Defence Department's previously firmly held view that Somalia was unpromising territory for the engagement of US forces.

At a National Security Council meeting last Wednesday, neither Mr Dick Cheney, defence secretary, nor Gen Colin Powell, chairman of the joint chiefs of staff, raised objections to the State Department proposal that as many as 30,000 US troops be offered to a UN force.

However this force is composed, the US military still wants to ensure that its contingent remains under US command. This reflects its new belief that looters controlled by various Somali warlords do not pose a serious military threat.

Mr Brent Scowcroft, the president's national security adviser, briefed President-elect Bill Clinton this week on the new US approach and reports that Mr Clinton fully supported greater US engagement.

Mr Larry Eagleburger, acting secretary of state, has been in touch with foreign governments in Europe and in the region, to drum up support for intervention. The case for this has grown stronger with the presentation of evidence that as much as 70 per cent of the international relief supplies reaching Somalia have been pillooned and redirected to the broader African black market in food.

Alaska oil spill suits settled

THE OPERATOR of the trans-Alaska pipeline has agreed to pay the state of Alaska and the federal government \$23m (£12m) to settle outstanding lawsuits related to the 1989 oil spill off the Alaska coast by the Exxon Valdez, writes Alan Friedman in New York.

Alyeska Pipeline Service Company, a consortium of oil companies formed to operate the pipeline, had been accused of failing to respond rapidly to the Valdez spill.

Under the agreed settlement, the money paid out by Alyeska will be used to build docks and warehouses to store equipment for the clean-up.

US authorities had previously settled their legal actions against Exxon, which said last year it would pay a record \$1bn fine in connection with the Valdez disaster.

The state of Alaska is to receive \$90m from Exxon over 10 years, to settle civil charges, while Exxon and its subsidiaries have agreed to pay a \$150m fine to Alaska to settle criminal charges.

Franco to oversee prices policy

BRAZILIAN President Itamar Franco has taken control of prices policy, bringing under his direct purview all monthly adjustments for public sector tariffs and medicines, writes Christina Lamb in Rio de Janeiro.

The controversial decision, announced by presidential decree, means Mr Franco will decide the prices of petrol, telephone calls, electricity, rubber, interstate transport and sugar cane. These are now adjusted monthly by a department of the Economy Ministry to reflect inflation (running at 26 per cent a month).

Mr Franco was concerned for the ability of Brazil's poor to afford basic items and medicines. However, Petrobras, the state oil company, has been losing \$10m (£6.5m) a day because of delays over price increases. The pharmaceutical companies, which claim it is impossible to make medicines cheap enough for people who earn \$33 a month.

The financial community fears the next step will be a return to full price controls in an attempt to control inflation.

Tietmeyer firm on re-entry to ERM

By Peter Marsh, Economics Staff

BRITAIN and Italy should put their economies on a stable footing before being allowed back into the European exchange rate mechanism, Mr Hans Tietmeyer, deputy president of the Bundesbank, has suggested.

Speaking at a conference in London at the end of last week, Mr Tietmeyer also said he hoped the recent devaluation of the Spanish peseta and the Portuguese escudo had "cleared the air", and that no more ERM adjustments would be needed in the foreseeable future.

In a broad swipe at European governments, Mr Tietmeyer said they should continue to put their faith in the Bundesbank's ability to act as the linchpin of the ERM.

He also hinted that European monetary arrangements were more likely to evolve around the concept of a two-speed system, with specific countries excluded from an inner core of nations centred on Germany.

Echoing the tone of Mr Tietmeyer's comments, Mr Robin Leigh-Pemberton, governor of the Bank of England, also urged caution before Europe proceeded to a common economic and monetary union.

Mr Tietmeyer, who is due to step up next summer to the top job at the German central bank, blamed the recent strains in the ERM on "economic policy discrepancies" within Europe.

While agreeing that high German interest rates related to German unification had been one factor, he said another reason for the summer's turbulence had been the divergence of the economies of the "core group" of ERM nations from those of Britain, Portugal, Spain and Italy.

Major sets off to sell British view of EC

By Ivo Dawney, Political Correspondent

MR John Major embarks on a three-day round of European capitals today determined to impress on his fellow heads of government that there is a great deal more at stake at next week's Edinburgh summit than the reputation of the British presidency.

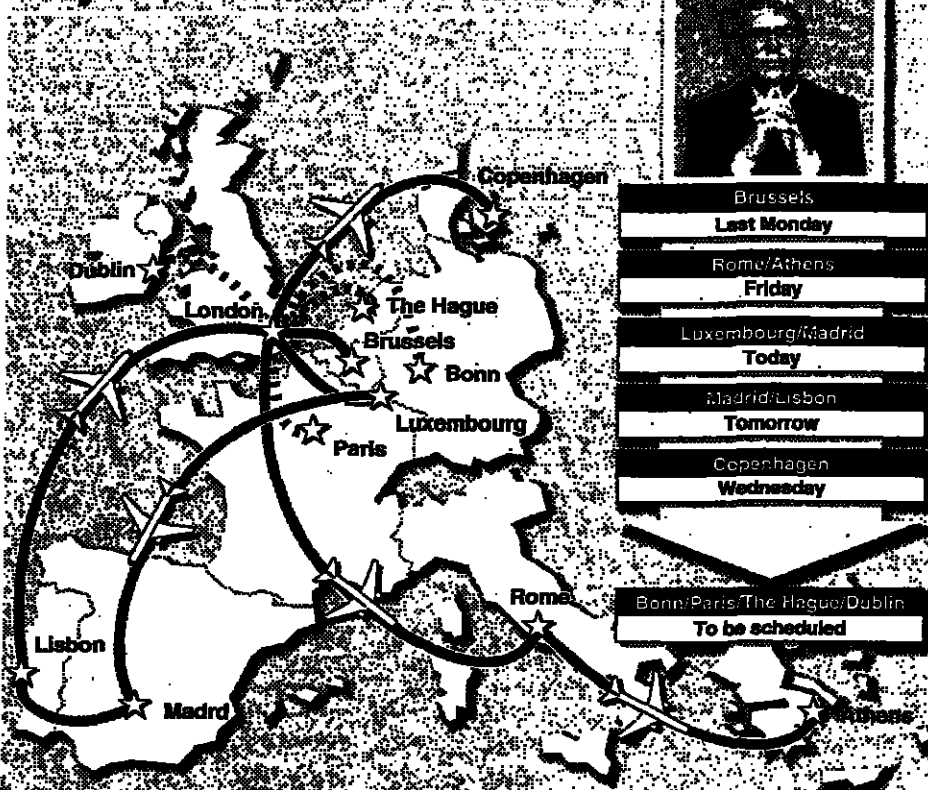
The prime minister's key message to Mr Felipe Gonzalez, his Spanish counterpart, when they meet tomorrow morning will be that all sides have a vested interest in reaching a deal as failure could tip recession into slump.

"What has to be made clear," said one British government minister last night, "is that agreements at Edinburgh could help market confidence and aid recovery, failure could turn recession into slump."

With the peseta, the escudo and the punt all highly insecure within their exchange rate mechanism bands, anything short of a success could provoke a fresh bout of jitters in the markets, again destabilising the ERM.

Mr Major's trip begins today with talks in Luxembourg with Mr Jacques Santer, the prime minister. But the crucial visit is on the next leg to Madrid where he must attempt to calm Spanish anger at what they see as parsimony by the rich northern countries, led by Germany and the UK, over the

Major's EC tour



cohesion fund for the poorer south.

Using all his powers of conciliation, Mr Major will claim Spain and its Mediterranean colleagues have

already had a significant victory in the preliminary negotiations on future financing of the community.

A key element in the new

arrangements means that the Value Added Tax element in the Community's revenues will be reduced immediately from 55 per cent to 50 per cent, rather than passed over five

years. This has long been sought by Madrid.

Furthermore, Mr Major will stress that the difference between the UK presidency's financing proposals and those of the commission amount to just £400m (£2.02bn) a year.

He will juxtapose that figure with those showing the combination of the cohesion fund with existing structural funds will double total average annual provisions over the next seven years from £6.8bn to £13.6bn.

What he is desperate to avert, however, is any attempt by Mr Gonzalez to use an alliance with France involving the threat of opposition to the Gatt trade deal as fresh leverage on the north. He is also determined to avoid any opening of the debate on Britain's budget rebate.

Like other UK ministers, he will point out that the UK's commitment to the Community can be measured in the fact that, even with the rebate, it is the second largest contributor to EC funds.

One minister pointed out yesterday that the UK is aware that Spain needs a good deal to help sell the Community to its voters at a time when northern products and companies are increasingly penetrating its markets.

But the hardnosed bottom line is that Madrid must realise that no deal at all is a substantially worse option

than what is on offer.

In some respects a similar message will be taken to Copenhagen where the Danes' demands for "opt-outs" from aspects of the Maastricht deal are top of the agenda.

The UK presidency appears increasingly convinced that acceptable wording on subsidiarity and openness can be found. But there are considerable concerns over Denmark's four additional requirements of exemptions on such common policies as citizenship rights and internal policing.

In spite of the mounting nervousness and doomsaying, however, there are still some in London who believe that the sheer complexity of the negotiation, alongside its urgency, could help rather than hinder a final successful outcome.

There is even some speculation that Paris could decide to keep its difficulties with Gatt off the agenda in order not to confuse it with all the other high-stakes poker now about to be played.

What is certain is that senior British ministers believe that the future financing of the community will be the central debate at Edinburgh. The success of the summit in resolving the other highly controversial and important issues also in play will depend on whether the financing deal can be agreed.

French Socialists court Greens

By William Dawkins in Paris

FRANCE'S weakened Socialist party renewed calls over the weekend for a partnership with the country's two environmental groupings, in an attempt to reverse a conservative victory in legislative elections next March.

Mr Laurent Fabius, first secretary of the Socialist party, asked them to join a broad left-wing coalition of "forces of progress" also including independents and reformists. His call, at a meeting to prepare the Socialists' election strategy, comes nearly a month after Generation Ecologie and the Verts agreed to an electoral pact, expected to win them their first significant presence in the national assembly.

According to calculations by the Figaro newspaper over the weekend, green parties would beat the Socialists in more than a quarter of constituencies in the first round of a legislative election and win enough votes to get through to the second round, for a run-off.

The projection, based on last March's regional election results, in which the Socialists were humiliated, indicates that ecology candidates would beat 20 per cent of the current Socialist MPs in the first round. The two green parties attracted a combined 14 per cent of the votes in the regional elections, making them France's third political force after the conservatives, which won 33 per cent in March and the Socialists with 18.3 per cent.

However, the projection should be taken with caution since French regional polls are by proportional representation, while the general election is run on a single majority vote by constituency.

Socialists agreed over the weekend to reserve 30 constituencies for non-Socialist candidates, including ecologists. However, politicians of both green parties have so far been unwilling to join forces with the Socialists on the grounds that they would do better alone.

Spaniards to insist on all of Maastricht treaty

By Tom Burns in Madrid

WHEN Mr John Major, UK prime minister, arrives in Madrid he will be firmly told that he is killing the Maastricht spirit.

Mr Felipe Gonzalez, the premier who led Spain into the European Community in 1986, will also tell Mr Major that he is determined to keep the Maastricht flame alive at the Edinburgh summit. The Madrid talks are likely to be the toughest facing the UK premier in his pre-summit tour of Community capitals.

"Major has introduced a whole set of uncertainties over European union," a senior aide to Mr Gonzalez said. "We stand four-square behind what was agreed at Maastricht. We are very, very firm on this."

Mr Gonzalez's platform has three planks: that the Community's budget should be appreciably increased; that the richer partners should increase their contribution to the budget; that the poorer partners should progressively receive more in order to catch up. This is essentially the basis of the so-called Delors II EC budget package agreed at Maastricht and it boils down to north-south transfers in the form of cohesion funds.

While the Spanish government accepts that recession will introduce some limits on Community spending it insists that these must be minimal and that convergence must demonstrably remain as the life-force of the Brussels budget. It views Mr Major's budgetary proposals as a blatant attack on the economic cornerstone of

European Union and all the more sinister since they are made by a partner that has delayed its ratification of the Maastricht treaty.

Mr Gonzalez is likely to refuse any compromise on Community enlargement unless there is a more generous approach on cohesion funds.

What most deeply irritates the Gonzalez government is the manner in which the EC's northern tier, which is the net contributor to the Community budgets, views the poorer Mediterranean rim, together with Ireland, as "begging bowl" partners. Mr Gonzalez's long experience of leadership, and Spain's ranking as by far the richest and biggest economy of the Community's less developed members, makes Madrid the most articulate spokesman of the convergence

process that would erode economic imbalances that lie at the heart of the European Union ideal.

"Spain may be net a recipient now but in 5 to 10 years' time it could be a net contributor," says Mr Carlos Alonso Zaldivar, the head of the Madrid government's policy planning unit. "What the UK and the richer members forget is that we provide the markets that fuel EC growth."

Spain has narrowed its gap with the Community's northern tier - between 1985 and 1991 its per capita gross domestic product rose by 6.4 points to 79.2 per cent of the EC average - although EC funds flowing into Spain in the past six years have averaged only 0.3 per cent of the Spanish GDP. In contrast Community transfers to Greece and Ireland over the period

have represented 3 per cent and 5 per cent of their respective GDPs.

In the meantime, Spain's trade balance with the EC, which accounts for 70 per cent of Spain's exports and 60 per cent of its imports, has deteriorated sharply since joining the Community. A 1988 deficit of \$936.5m in trade with the EC had grown to \$7.9bn by 1990.

Mr Major received a taste of Spanish feelings at last Friday's "conclave" of EC ministers in Brussels. Mr Carlos Solchaga, the Spanish finance minister, said that Mr Major's package was "not even rhetorically a compromise proposal". According to Mr Solchaga, "nobody who wanted to demonstrate that the spirit of Maastricht remains alive would have made such a proposal."

Can you free yourself from networking tangles without unravelling your network?

Spent any money on computers lately?

Hopefully, it's not a sore subject. If it is, it's probably because you've discovered that not all computers want to talk to each other. Yet the need for computers to exchange information has never been greater. How do you get them to communicate without totally changing what you already have?

We believe you do it by working with companies that believe in open systems. That's why we shared the UNIX® operating system, which was invented at AT&T Bell Laboratories, with other manufacturers. Now, through the people and products of NCR, an AT&T company, we're helping businesses create networks that can use many different suppliers and technologies. This approach lets you design your network around your needs, and not around the vision of a single vendor.

AT&T supplies a range of services and equipment to consumers, business customers and telephone companies. We do it by listening closely and working together with you towards a solution, rather than by telling you we have a prepackaged answer to every problem you face.

In other words, we model our networked communications on the most open relationship of all: the one we have with our customers.



NEWS: UK

UK junior market may close

By Andrew Jack

THE STOCK EXCHANGE is set to recommend the closure of the Unlisted Securities Market, the UK junior market, in a consultative document to be issued in the next few weeks.

The action follows regulatory changes and declining interest by investors and companies in the USM, founded 12 years ago to help entrepreneurs gain access to UK equity markets.

Final approval for the recommendation must still be made by the stock exchange quotations committee and the board, chaired by Sir Andrew Hogg Smith, before a document is issued for public consultation.

Unless there are strong objections, that could lead to closure of the market to new issues by mid-1993, with a transition period of at least another year before all companies are moved to the main market or delisted.

The stock exchange launched a review of the USM early this year, writing to canvass views from all of the roughly 330 remaining companies on the market and many other practitioners.

The result is believed to have shown a clear consensus that many companies on the USM wanted to move off it, while others had little interest in joining, leaving questions about the quality of those that remained. It highlighted that the remaining regulatory distinctions between the main market and the USM have eroded and the difficulties in transferring from one to the other have reduced substantially. Many brokers are already advising USM applicants to comply with the exchange's full listing requirements.

The exchange refused to confirm the contents of the document yesterday but said: "We have undertaken an enormous amount of research on the USM. There have been many changes since it was introduced. We have to see whether there is still the need for a distinct regulatory regime."

Slow death, Page 13

Lamont reports may prompt reshuffle

By Ivo Dawsey, Political Correspondent

PRESSURE ON Mr John Major to conduct an early cabinet reshuffle grew yesterday after disclosures that Mr Norman Lamont, the chancellor, had received a £4,000 payment from the Treasury towards private legal costs last year.

The report that he received the sum in a case involving the eviction of a tenant was confirmed by the chancellor on Saturday night. The incident has led several senior Conservative backbenchers to question Mr Lamont's judgment in accepting public funds.

The prime minister's office rallied to the embattled chancellor, dismissing speculation that either Mr Lamont's resignation or a Cabinet reshuffle might be imminent. The Cabinet Office also released details from the normally confidential Guidelines for Permanent Secretaries that appeared to establish that the payment to Mr Lamont was in order and followed precedents.

Whitehall also rallied to Mr Lamont with senior Treasury officials insisting that the idea for the payment had been proposed by civil servants on the grounds that it met well-established criteria and that taking

legal advice had been in the public interest to defend the chancellor's reputation.

But Labour is determined to raise the case in the Commons today by demanding a statement from Mr Lamont, justifying his decision to take taxpayers' money to meet a personal expense. Mrs Margaret Beckett, Labour's deputy leader, led the protests yesterday asking why the payment was kept secret if it was all in order.

The Commons public accounts committee is also expected to turn its attention to the payment, which met just part of a £23,000 legal bill, incurred in evicting a Ms Sara

Dale from Mr Lamont's Nottingham home. The balance was paid from Conservative party sources.

The new disclosures, following last week's leaking of Mr Lamont's unpaid credit card bill, fuel the belief among some Tory MPs that the chancellor is irredeemably "accident-prone". Many believe Mr Major has little alternative but to move him to a less prominent cabinet post in a reshuffle during the Christmas recess.

Speculation on his likely successor has centred on Mr Kenneth Clarke, home secretary, Mr Michael Howard, environment secretary, and Mr John

MacGregor, transport secretary.

Any change would attract close scrutiny from Conservative MPs for its bearing on the government's stance towards European policy and its thinking on sterling's future in relation to the exchange rate mechanism.

Some Tory loyalists came out firmly for the chancellor, blaming the media for launching a "witchhunt". Mr John Watts, chairman of the Commons' Treasury committee, said: "If this was approved within the Treasury I would think there is no question of impropriety."

Britain in brief



Repayment of debt still a priority

Consumers continued to make the repayment of debt a priority in the third quarter, and the number of people behind with repayments on consumer credit agreements has fallen compared with year ago.

Infocoll, a credit information group, said the proportion of UK instalment credit accounts with payments fully up to date had increased to 90.4 per cent in the third quarter compared with 87.4 per cent last year. The south-east continued to account for a higher proportion of credit per head than any other region.

Jobless outlook

The number of people unemployed and claiming benefit in the UK will continue to rise until at least the spring of 1994, according to a report by the Employment Institute, an independent research body.

By then, almost 3½ million people will be unemployed, compared with the current level of 2.8m. The report says the autumn economic statement failed to do more to help the unemployed, particularly those out of work for more than a year.

Green pressure

The Central Statistical Office is considering how to evaluate the harmful effects of human activities on the environment, in response to a United Nations proposal that member states should establish integrated economic and environmental national accounts. The CSO is examining how environmental statistics might be presented to clarify the interaction of the economy and natural resources.

BR fails targets

British Rail's InterCity sector is set to end the first year of the Passenger's Charter performance targets with all seven of its routes failing to meet the required levels either of punctuality or reliability.

Five routes are falling so far short of their targets that they are likely to trigger 5 per cent discounts for passengers renewing season tickets.

InterCity says the targets are unrealistic because they require all routes to perform to the same standards, regardless of whether they have been modernised.

Benefits of devaluation

Hotels, catering and business services will be among the first UK industries to feel the benefits of devaluation, according to a report by Cambridge Econometrics, a research group.

Sterling's devaluation, expected to average 15 per cent next year compared with this year's rates, will contribute to overall export growth of over 6 per cent next year and in 1994. Devaluation will have a big impact on hotels and catering as prices of overseas holidays increase while the relative prices of UK holidays fall.

Coal setback

Further opposition has emerged among UK regional electricity companies to suggestions that the government should delay a planned increase of competition in the industry to make room for a bigger coal market. Seaboard, serving Kent, Surrey and Sussex, has told MPs, inquiring into UK energy policy, that deferring liberalisation would strengthen the position of the two main generators and frustrate customer expectations of increased choice of supplier.

Blood review

The government is to establish the National Blood Authority, which will plan and manage blood services in England to ensure high standards of safety, quality and cost-efficiency throughout the service.

At present, blood services in England are managed by three separate services. Mr Tom Sackville, junior health minister, said the decision would help ensure blood supplies remained among the safest in the world.



Norman Lamont: reports dealt another blow to the government

Talk about a successor is spreading, says Philip Stephens

According to senior Whitehall insiders, Mr Lamont had not asked for the money. Instead it had been offered after his officials judged that protecting the reputation of the chancellor was a legitimate public expense.

The payment had been approved both by the then permanent secretary Sir Peter Middleton and his successor Sir Terence Burns. An explanation was sent to the National Audit Office.

But whatever the proprieties, ministerial colleagues acknowledged yesterday Mr Lamont had made a serious political misjudgment. They also queried whether he should have accepted the generosity of the anonymous Conservative benefactors who paid the remainder of the legal costs.

The timing could not have been worse. Only a few days earlier, illegal disclosures about Mr Lamont's credit card record had indicated that the chancellor had been repeatedly behind in his repayments. The two events conveyed an image of a chancellor living beyond his means, a bon vivant charged with stewardship of

the nation's finances but careless about his own.

In more tranquil times Mr Lamont might have been able to brush off the controversy. But two years of deepening economic gloom and the disintegration on September 16 of the government's economic strategy with sterling's withdrawal from the ERM have undermined his reputation.

Several colleagues believe Mr Lamont should have resigned in the aftermath of the ERM debacle on Black Wednesday. Many more now think Mr Major should move him in early January, installing a new chancellor before preparations begin in earnest for the March Budget.

Riherito Mr Lamont's position has been undermined by his support on the right of the party. A Euro-sceptic, the chancellor has made it clear he will be in no hurry to take sterling back into the ERM.

But there were signs at the weekend that his admirers were beginning to question whether with Mr Lamont could re-ignite confidence central to hopes of economic recovery.

There are signs of strain between Mr Major and Mr Lamont. Mr Lamont has told his allies he has an assurance from Mr Major that his position is secure. But their relationship - the most important in the government - is businesslike rather than

REPEAT CALL TO TENDER FOR THE HIGHEST BID for the Purchase of the Assets of "VIEK Constructions and Equipment of Industrial Facilities", of Athens, Greece.

"ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" of 1, Skouleniou Street, Athens, Greece, in its capacity as Liquidator of "Viek Constructions and Equipment of Industrial Facilities", a company having its registered office in Athens, Greece (the "Company"), which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990, announces a repeat call for tenders for the highest bid by submission of sealed binding offers for the purchase by public auction (the "Auction") of the assets of the Company, as a single whole.

BRIEF INFORMATION: The Company was founded in 1980 and until 1991 (when it was first declared under liquidation in accordance with article 9 of Law 1386/1983) was involved in the study, construction and manufacturing of all kinds of industrial equipment and facilities, machinery, cars etc. The operation of the Company ceased in 1991. No personnel is currently employed. The Company assets include facilities built on a land of 36,019 m², in Mandra, Attica, facilities built on a land of 4,650 m² in Piraeus, and a 50% share on a land of 5,246 m² in Larissa. Assets also include machinery, mechanical equipment and trade marks.

OFFERING MEMORANDUM-FURTHER INFORMATION: Interested parties may obtain an Offering Memorandum in respect of the Company and the assets thereof and any further information, upon execution of a confidentiality agreement.

TERMS AND CONDITIONS OF THE AUCTION

- The Auction shall take place in accordance with the provisions of article 46a of Law 1892/1990, the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions.
- Binding Offers:** For the participation in the Auction interested parties are hereby invited to submit binding offers, not later than the 22nd December 1992, 11.00 a.m., to the Athens Notary Public George Stefanakos, address: 39 Academias str., Athens, tel: +30-1-645.04.22, +30-1-360.69.69 Fax: +30-1-645.04.23. Offers should expressly state the offered price and the detailed terms of payment (in cash or in instalments, mentioning the number of instalments, the dates thereof and the proposed annual interest rate). Binding offers submitted later than the prescribed time limit, as referred to hereinabove, shall neither be accepted nor considered. The offers shall be binding until the adjudication.
- Letters of Guarantee:** Binding offers must be accompanied by letters of guarantee, for an amount of drs eighty million (80,000,000), issued, in accordance with the draft form of letter of guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to be valid until the adjudication. Letters of guarantee shall be returned after the adjudication. In the event of non-compliance with the provisions and other terms and conditions referred to in paragraph 1 hereof, the letters of guarantee shall be forfeited as a penalty.
- Submissions:** Binding offers together with the letters of guarantee shall be submitted in sealed envelopes. Submissions shall be made in person or through a duly authorised agent.
- Envelopes containing the binding offers shall be unsealed by the above mentioned Notary Public in his office, on the 22nd December 1992, at 13.00 p.m.. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed attesting the unsealing of the binding offers.
- As highest bidder shall be considered the participant whose offer will be judged, by the 51% of the Company's creditors (the "Creditors"), in their absolute discretion, upon suggestion of the liquidator, to be in the best interests of all of the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account which shall be calculated on the basis of a discount interest at an annual rate of 26% compounded quarterly or yearly.
- The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.
- All costs and expenses of any nature in respect to the participation and the transfer of the asset offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively.
- The liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offers or the appointment of the highest bidder or any decision to repeat or cancel the Auction or any decision whatsoever in connection with the proceedings and the making of the Auction. The liquidator and the notary shall have no liability for any legal or actual defects of the assets. Submission of binding offers shall not create any right for adjudication nor shall the participants acquire any right, power or claim from this invitation and/or their participation in the Auction against the liquidator and/or the Creditors for any reason whatsoever.
- This invitation has been drafted in Greek and translated into English. In any event the Greek version shall prevail.

For obtaining the Offering Memorandum and for any further information please apply to the Liquidator's agent: Mr. Constantinos Christopoulos, address: 56, Panepistimiou str., Athens, tel: +30-1-3632047 or 3231484, fax: +30-1-3217905.

REPEAT CALL TO TENDER FOR THE HIGHEST BID for the Purchase of the Assets of "E.G.L. PAPER MANUFACTURING OF WESTERN GREECE SA", of Athens, Greece.

"ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" of 1, Skouleniou Street, Athens, Greece, in its capacity as Liquidator of "E.G.L. PAPER MANUFACTURING OF WESTERN GREECE SA", a company having its registered office in Patras, Greece (the "Company"), which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990, announces a repeat call for tenders for the highest bid by submission of sealed binding offers for the purchase by public auction (the "Auction") of the assets of the Company, as a single whole.

BRIEF INFORMATION: The Company was founded in 1988 and was involved in the manufacturing of paper. The Company's operation ceased in 1991 and no personnel is currently employed.

The Company's assets include: (1) Industrial complex in Patras, comprising buildings of a total space of 32,614 m² and total bulk of 295,751 m³, built on land of 48,310 m², six paper making machines and other mechanical equipment and five plots of land of a total 5,484 m², (2) Industrial complex in Aegion, comprising building of a total space of 20,109 m² and total bulk of 200,693 m³, built on a land of 84,841 m², four paper making machines and other mechanical equipment and one plot of land of 363 m² and (3) other assets such as office furniture, equipment, trade marks etc.

OFFERING MEMORANDUM-FURTHER INFORMATION: Interested parties may obtain an Offering Memorandum in respect to the Company and the assets thereof and any further information, upon execution of a confidentiality agreement.

TERMS AND CONDITIONS OF THE AUCTION

- The Auction shall take place in accordance with the provisions of article 46a of Law 1892/1990, the terms and conditions set forth herein and the "Terms and Conditions of Sale" contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions.
- Binding Offers:** For the participation in the Auction interested parties are hereby invited to submit binding offers, not later than the 22nd December 1992, 11.00 a.m., to the Patras Notary Public Mrs Fani Faltseta-Anagnostidou, address: 137, Matzanos str., Patras, tel: +30-61-27.68.08. Offers should expressly state the offered price and the detailed terms of payment (in cash or in instalments, mentioning the number of instalments, the dates thereof and the proposed annual interest rate). Binding offers submitted later than the prescribed time limit, as referred to hereinabove, shall neither be accepted nor considered. The offers shall be binding until the adjudication.
- Letters of Guarantee:** Binding offers must be accompanied by letters of guarantee, for an amount of drs sixty million (60,000,000), issued, in accordance with the draft form of letter of guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to be valid until the adjudication. Letters of guarantee shall be returned after the adjudication. In the event of non-compliance with the provisions and other terms and conditions referred to in paragraph 1 hereof, the letters of guarantee shall be forfeited as a penalty.
- Submissions:** Binding offers together with the letters of guarantee shall be submitted in sealed envelopes. Submissions shall be made in person or through a duly authorised agent.
- As highest bidder shall be considered the participant whose offer will be judged, by the 51% of the Company's creditors (the "Creditors"), in their absolute discretion, upon suggestion of the liquidator, to be in the best interests of all of the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account which shall be calculated on a basis of a discount interest at an annual rate of 26% compounded quarterly or yearly.
- The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.
- All costs and expenses of any nature in respect to the participation and the transfer of the assets offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively.
- The liquidator and the Creditors shall have no liability nor obligation whatsoever towards the participants in relation to the evaluation of the offers or the appointment of the highest bidder or any decision to repeat or cancel the Auction or any decision whatsoever in connection with the proceedings and the making of the Auction. The liquidator and the notary shall have no liability for any legal or actual defects of the assets. Submission of binding offers shall not create any right for adjudication nor shall the participants acquire any right, power or claim from this invitation and/or their participation in the Auction against the liquidator and/or the Creditors for any reason whatsoever.
- This invitation has been drafted in Greek and translated into English. In any event the Greek version shall prevail.

For obtaining the Offering Memorandum and for any further information please apply to the Liquidator of the Company: "ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities", address: 1 Skouleniou street, 105 61 Athens, Greece, tel: +30-1-323.14.84, fax: +30-1-321.79.05 (attn: Mr Peter P. Dracopoulos) or the Liquidator's agent in Patras: Mr Dimitrios Simatos, address: 43-45, 28th October str., Patras 26722, tel: +30-61-422.004.

662/10/11/12/13/14/15/16/17/18/19/20/21/22/23/24/25/26/27/28/29/30/31/32/33/34/35/36/37/38/39/40/41/42/43/44/45/46/47/48/49/50/51/52/53/54/55/56/57/58/59/60/61/62/63/64/65/66/67/68/69/70/71/72/73/74/75/76/77/78/79/80/81/82/83/84/85/86/87/88/89/90/91/92/93/94/95/96/97/98/99/100

Most big organisations attempt to provide some sort of training for their managers, either in-house or bought-in. Always done with good intention, it can be both extremely expensive and conspicuously ineffective.

Very frequently, the people who plan or pay for the training are disappointed because the results are not what they expected. Is this because their expectations are inappropriate, the training methods are flawed, or their managers are untrainable?

The first problem lies in determining the goals of management training. These may be general or specific; implicit or explicit; realistic or unrealistic; achievable or impossible; measurable or simply determined by gut-feel; trackable or not.

Most management training is about the acquisition of some skill - technical or interpersonal - though it could also be about insight and increasing sensitivity. As such, the training is often, but certainly not always, modestly successful. The question, however, remains why the skill is not retained between the classroom and the office.

Apart from skill acquisition, management training can offer other benefits. Courses allow people from different parts of the organisation to network, to compare and contrast and to establish lateral links. It may be an expensive way of bringing people together but it can be very effective, particularly if trainees are required to operate in competitive teams or undergo outward-bound-type dangers.

Courses can also help to change the culture of an organisation, either deliberately or not. Taught similar skills, or even concepts and terms, employees develop into a more homogenous body who, despite the fact that they have different functions and expertise, speak a common language.

Some courses may also be perceived as a perk for those attending, not because it is time away from the daily grind, but rather because they acquire some valuable and transportable skills. In this sense, management training facilitates career development and may be seen by employees as positive.

But most organisations have a training department, or bring in consultants, to make their staff more efficient and effective. A laudable aim but frequently unfulfilled. Why? The following are some of the reasons why many management training courses fail to deliver enough bang for the (frequently large) bucks.

● The goals of the course are unrealistic. Some skills are easier to train than others; many are not

Adrian Furnham looks at why many managers are dissatisfied with the courses they attend

Low marks for training



acquired easily; most take lots of practice. What can one realistically expect from a three, five or even 14-day course? Consider how long it takes to master a language or to become fully computer literate. Short, sharp shock courses may get one started, but need extensive post-course back-up, if skills are to be retained.

● The teaching method is inappropriate. Not all skills can or should be taught in the same way. There should be a balance between instruction, practice and feedback. Not everybody likes to be taught in the same way. The preferred pace of instruction is also important. Most people who attend like to be entertained by a jovial, story-telling consultant. But do they learn anything?

● The skills are not necessary and inappropriate. Though the insight, language and skills acquired may be interesting, they are not strictly relevant to the trainee's job. ● The corporate culture discourages the use of skills. Although the organisation may be eager for employees to use a particular skill or way of behaving, the strong corporate norms inhibit or even punish it. The skills learned, then, are never used and it is the course that

takes the blame. The skills were never really acquired on the course. True skill acquisition takes effort and can be hard work. Some trainers prefer a rather old-fashioned chalk-and-talk routine where they are in control. Things can look easy from the participants' point of view and they may bluff themselves that they have accepted the skills, but in reality they have not.

● The skills are not easily transferable. The atmosphere and context within which one acquires a skill may be very different from that in which it is supposed to be practised. This makes skill transfer less probable and certainly less easy, and may account for the course "failure".

● The training tasks and situations are unlike the "real world" situation. The more similar the practice and the real situation the better the transfer of skills and vice versa. Are plush country hotels or well-equipped training centres similar to office environment or not?

Using high-trust, low-threat "learning environments", many middle-management courses focus on personal renewal and the development of skills. These courses play an important (even life-changing) role in their participants' personal and professional lives.

Then a typical scenario emerges. After the course the change participants return to their organisation. Because no one else from the organisation was on the course the participant gets little reward for their experience.

Any notions about change and new ideas are knocked out of their minds by daily tasks and problems. As a result many participants report that frustration with their inability to affect their organisations any more than they were before they attended the course.

Training courses work in the sense that learning occurs and is retained under specific conditions. People must want to learn and attend the course: one volunteer is worth 10 conscripts.

People need reinforcement and rewards for skill acquisition, not being ignored, despised or punished. Practice of skills is imperative and needs to be distributed over time.

Personnel magazines are full of residential training course advertisements. They promise the earth and a fully changed individual - motivated, full of insight, skilled and enthusiastic.

Often the persona who returns after a training course is exhausted, overfed and a bit bewildered. Training courses can change people's lives but not in ways always anticipated by those well-meaning employers who send them on the course.

The author is Professor of Psychology at University College London.

Old-timers who slow the pace of corporate change

By Andrew Baxter

Managing change is rightly identified as one of the key competitive issues for manufacturing industry in the 1990s, but are UK companies getting it right?

A survey by Ingersoll Engineers, the UK consultancy, suggests that manufacturers understand the importance of the issue, and know the key ingredients for success - but are not yet using all of them as effectively as they might.

Ingersoll's fourth annual survey, *Commitment: Implementing the Vision*, comes a year after it accused operating managers of approaching change too timidly, perhaps for external reasons such as uncertainty over company ownership.

This year, Ingersoll looks at the internal workings of manufacturing industry and its approach to change, with the help of 200 managing directors or chief executives, operating directors, manufacturing directors or general managers.

The survey found broad agreement on the five success factors for managing change: vision, strategy, implementation, communications and behavioural issues. But it discovered that managers do not give the five factors equal importance.

While vision and strategy were seen as "very important" by managing directors, their commitment was as the process moves towards planning, measurement and implementation. This lack of commitment has two important effects.

First, responsibility for implementing change is delegated to people "learning on the job" - skilled line managers rather than "change managers". Only 55 per cent of change programmes use task forces or specialist resources, and then only in part, the survey finds.

Second, and worse still, implementing the programme is delegated typically to those groups perceived as most resistant to change - among middle managers, administrators

and supervisors in particular. Among these groups, says Brian Small, Ingersoll's managing director, will be found people who see themselves as "guardians" of the company, employees of long standing, who know the importance of the company to their family and their town, and do not want to see a new MD ruining everything - and then being promoted after three years.

But the "guardians" are not negative, says Small. They are simply cautious. The trouble is, they are not informed early enough about the change programme - in some 40 per cent of cases supervisors are not told until the start of implementation.

Winning the commitment seen as key to the five success factors, therefore, depends on better organisation to manage change. "Detailed planning and implementation is not yet a high enough priority nor a sufficiently developed skill while communication still leaves much to be desired," says Ingersoll.

And the evidence for that comes from the MDs themselves. The four most difficult problems in change programmes are seen as changing people's behaviour, keeping to schedule, dedicating adequate resources and motivating people. So Ingersoll has "six pointers" for MDs facing a change programme.

● Your help will be needed by the team throughout, not just with vision and strategy.

● Recognise that you will need to build sophisticated new project management skills.

● Communicate as a priority - as early as you can.

● Everybody will absorb the changes at their own rate. Everybody must "buy in" and become involved; encourage the dialogue that makes this happen.

● Before starting, be sure your implementers are fully committed.

● To win commitment, ensure you have a meticulous plan.

*Ingersoll Engineers, Bourton Hall, Rugby, Warwickshire, CV23 9SD.

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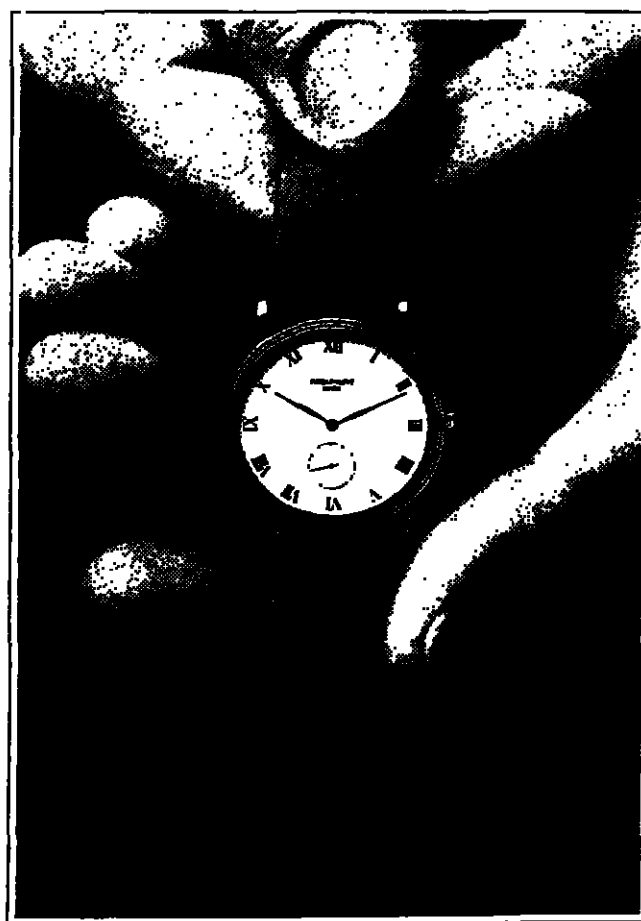
During their stay, participants also have the opportunity to work with faculty and peers on their own change management projects and gain new insights on how to deal with them successfully.



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Architecture/Colin Amery

A foolish plan to reinvent Windsor

Watching the flames at Windsor was a numbing experience and only the gradual passage of time has put the disaster into some perspective. The losses are, in architectural terms, immense. The stroke of luck, if one can call it that, was that important works of art had been moved from some of the rooms in preparation for the next stage of a comprehensive rewiring programme. Six major rooms have been destroyed or badly damaged with roofs and ceilings suffering the most.

The fire began in the private chapel, a relatively modest room that was refurbished by Sir Hugh Casson in a wave of modernisation early in the Queen's reign. Will this be the first room in Britain to be restored in the Casson style? The Octagon Room, close to the chapel, was also damaged but the serious losses are the enormous St. George's Hall, the Grand Reception Room, the State Dining Room, and the Crimson Drawing Room. All these rooms represent part of the complete transformation of the castle by King George IV in the 1820s. There is no doubt that George IV, both as King and Prince Regent, was the finest patron of the arts since King Charles I.

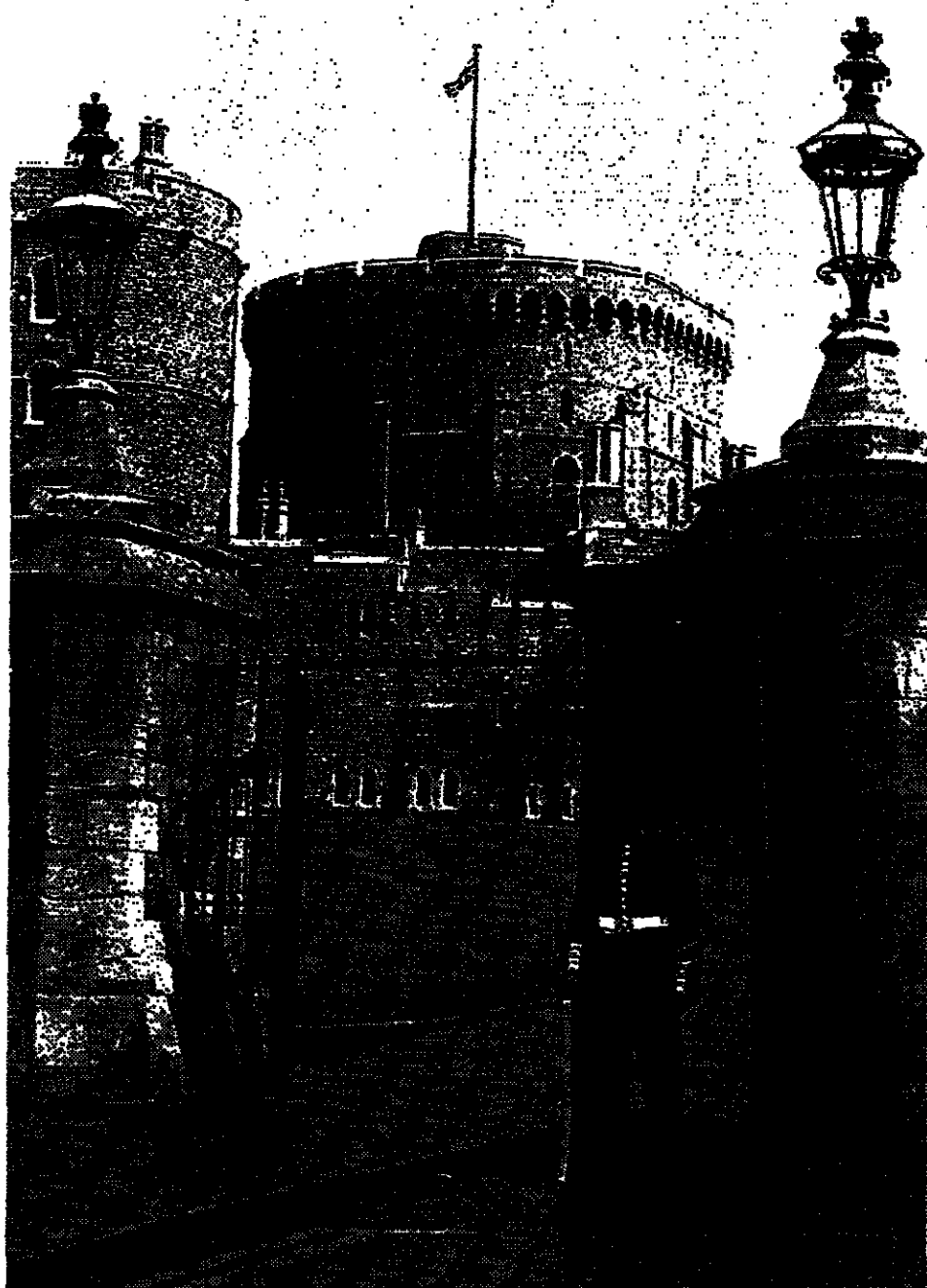
Windsor Castle was extensively altered by Charles II, but by the 18th century it had become unsuitable for the residence of the sovereign of a major world power. In 1824, the House of Commons granted the not inconsiderable sum of £150,000 for improvements at Windsor. Sir Charles Long, the King's principal artistic adviser, organised an architectural competition. He invited three architects from the Office of Works - Sir John Soane, Sir Robert Smirke and John Nash - to compete with one outside, Sir Jeffry Wyatville, who was to be the architect of the new castle. After long consultations with the King, Charles Long produced an extremely detailed brief. Wyatville followed the brief very precisely and won the competition.

Wyatville's ambition at Windsor was to create in the Upper Ward a series of State Apartments on the north side

with a new grand entrance, the George IV gateway, on the south side. An important part of the brief and of Wyatville's plan was to improve and romanticise the castle's silhouette. This included raising the height of the Round Tower by 33 feet to make it the dominant element in the new group of battlemented and machicolated towers. As an exercise in the picturesque, Wyatville and his patron achieved a remarkable success; seen from the Great Park, or even from the M4 motorway, the castle makes one of Europe's most romantic skylines.

I am amazed that the Royal Institute of British Architects has reacted to the fire at Windsor not with a scholarly and thoughtful response based on historical knowledge, but with a Pavlovian reaction urging: "an architectural competition be held for the rebuilding of Windsor Castle. An architectural competition would be a far more positive assertion of tradition than the slavish recreation of Victorian pastiche. A contemporary rebuilding could also provide an unrivalled opportunity to combine new state rooms with acceptable modern galleries in which the Queen's art collection could be put on permanent, and safe, public display. This really would be worth every penny of the public money that the rebuilding will cost." The RIBA's statement goes on to urge the Queen to take advice from the president of the Institute and Sir Hugh Casson.

Apart from the breathtaking ignorance that tries to suggest that good Regency architecture is Victorian pastiche, I wonder whether any member of the RIBA has recently been to Windsor or taken the slightest interest in English artistic and architectural history. The facts are that the walls of these important state rooms remain and there is sufficient plasterwork in the Grand Reception Room, for example - one of the finest neo-Rococo interiors in the world - for the only solution to be painstaking and accurate restoration. There is plenty of archival evidence of how these rooms looked and only a committee of historians and the finest conservation architects can ensure that a decent job of restoration is carried out. I can only suppose that the Institutional architects did not notice that most of the furniture, tapestries and pictures that belonged in these rooms were carefully rescued and is of a quality that deserves appropriate reinstatement in properly restored rooms.



Windsor Castle: it should be restored as accurately as possible

La Vienna last Friday another architectural loss was sustained when a part of the Hofburg Imperial palace was badly damaged by fire. The main loss seems to have been the great Redoutensaal built by the Empress Maria Theresa and used for international con-

ferences. The reaction of the Austrian Chancellor Franz Vranitzky was the appropriate one. "The whole area was recently renovated and was one of the prominent jewels of our city. We'll just have to renovate it again."

The same sentiments should apply to Windsor Castle. There is an aesthetic consistency in the Gothic progression of rooms from the Great Staircase (later altered by Salvin) through the great vaulted Guard Chamber with its military decoration and tributes to Marlborough, Wellington and Nelson to St. George's Hall and

Opera/Richard Fairman

Madama Butterfly

The tragedy of sexual exploitation by Western travellers to the East seems to be played out afresh for each generation. When television regularly beams to our homes pictures of teenagers in prostitution, these days in Thailand or the Philippines, it is hardly necessary to update the story of *Madama Butterfly* as though in search of some hidden relevance.

Undeterred, the present Royal Opera production updates it anyway. (The original producer, Nuria Espert, introduced costumes that suggest the period around the Second World War.) Dressed in flimsy, flower-patterned trousers, Yoko Watanabe's Madame Butterfly could easily have stepped out of a television documentary, for she looks the very picture of the modern Eastern Miss - and that despite 10 years service in this taxing role.

The marvel of Watanabe's performance is that it still looks so spontaneous. Every expression tells; every movement affords another intimate insight into her naive teenage bride of a Butterfly. The moment when she trustingly kisses Pinkerton's letter brings a lump to the throat. When she hears the guns announce his ship in the harbour, years of pent-up hopes and disappointments flash across her face.

The whole of the final scene is most movingly played and by that point it seems ungenerous to complain that the voice is no longer as freely produced and beautiful as one would like. In vocal terms Puccini gave sopranos a killer of a part to get through in this opera. Miss Watanabe's strength is that she has learned, over the many times that she must have sung it, how to save her stamina to make the maximum effect when it counts.

That is fortunate, as the present revival rests entirely on her delicate shoulders. Arthur Davies, as Pinkerton, sounds less Italianate in Puccini here than he did when he

was singing down the road at the Coliseum. Malcolm Donnelly's broad range of virtues makes his Royal Opera debut deserved, but his Sharpless lacks individuality. There are a few bright spots among the supporting cast, including John Dobson's bookish Goro and Yvonne Howard as a Kate Pinkerton with presence - but not many.

They all have to struggle against orchestral playing too loud for the size of the voices. Too fast, as well. Stan Edwards cuts 10 minutes off the announced running time. If the idea was to stress the modern elements of Puccini's style by bringing out the music's angu-

lar rhythms and percussive drive, then it meets with only limited success. Those glowing Puccini climaxes which should send a shiver down the spine fail to arrive.

Altogether, there is little warmth here. The combination of harsh orchestral sounds and the production's grimy setting, which has Butterfly living in a crowded 20th-century tenement block far from the traditional flower-covered hills overlooking Nagasaki, has put the opera down in a hostile milieu. To that extent the performance is, at least, all of a piece.

Madama Butterfly
Covent Garden



Yoko Watanabe

Concert/Richard Fairman

Sibelius symphony cycle

If the music of the North is an art borne of isolation in defiance of the hostile elements of wind and cold, then Sibelius is its prime creator. No other composer from the Northernmost reaches of Europe has equalled his standing, and there must be some measure of satisfaction in Britain that his early international reputation was to a large degree won here.

The "Tender is the North" festival, devoted to Scandinavian arts, conveniently stretches its boundaries to include Finland as well. It is difficult to imagine the musical side of it without Sibelius. The Finnish composer's seven symphonies are the most significant single corpus of work to have come from the North and a complete cycle of them, by Colin Davis and the London Symphony Orchestra, is a major feature of the festival.

The best of the symphonies and concertos in form, content and in thought. Yet all the vast expanses of Finland's forests and lakes seem to be there. Thomas Beecham, who was one of the foremost early interpreters of Sibelius's music, grasped this essence of their style as if it was second nature and was able to inflect

every smallest detail without taking away from the broader design. Davis is more of a landscape Sibelian, although that should not be taken to mean that his performances lack intensity.

In the opening concert of the cycle at the Barbican on Thursday, both the symphonies on the programme - Nos 3 and 1 in that order - had drive. Davis really digs into the rhythms, giving us a tough and determined Sibelius, unafraid of underlining the music emphatically. Even the slightest Third Symphony had a weightier mass than usual, while the skies in both loomed dark and lowering - a commendably atmospheric start to the cycle, aided by above average playing from the LSO.

The most intimate contact with Sibelius, however, was made elsewhere. In between the symphonies Karita Mattila sang a beautiful and heartfelt performance of *Swan Lake*. This tone-poem for soprano and orchestra is ostensibly about the world's creation, as viewed by the Finnish national epic (the *Kalevala*), but in it Sibelius is surely plumbing the depths of his inspiration to say what it is that made him and

his music the very voice of Finland.

In a festival of this kind the lesser-known pieces are always the most valuable. Another concert two days earlier had thrown up a couple of interesting smaller items. The Clarinet Concerto by the Danish Carl Nielsen is never music of place in the way that makes Sibelius so easy to visualise in terms of nationality, climate, temperament, but its neo-classical manners can be pleasing enough if played with as much spirit as here by Emma Johnson.

Paavo Berglund and the English Chamber Orchestra had also opened the concert with a recent (1986) piece by Antti Sallinen, his Chamber Music III, sub-titled *The Nocturnal Dances of Don Juanquixote*. This is a fairly light entertainment for cello solo, taken by Arto Noras, and string orchestra, in which various places mingle American jazz, Spanish dances, chilly Nordic textures. A Finnish composer in the late 20th century is an international figure.

Concerts sponsored by
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Theatre/Alastair Macaulay

The Rape of Tamar

her: Tamar appeals to David and to her full brother, Absalom, to avenge her dishonour. David cannot bring himself to bring proper punishment (death) on his beloved Amnon. It is Absalom - partly out of ambition for the throne - who takes Amnon's life; and it is this death (with its intimations of Absalom's own impending death) that finally devastates David.

Though the word "rape" in the English title is eye-catching, Tasso's real theme was revenge (as far so many early 17th-century dramatists). As he tells the story (often with a light touch), he fills it with suspense - fills it also with acute, ambiguous, multi-faceted moral perceptions. He does not spell out every irony; he simply shows the appalling difference between David's eva-

stiveness about Amnon's crime and his grief (with "nary a thought of Tamar") at Amnon's death. And, again without commenting, he shows how much David and his sons are preoccupied by power, ambition and self-gratification. This is both a revenge tragedy and a history play.

The play's most shocking (and psychologically most acute) scene occurs after the rape, when Amnon suddenly reviles Tamar as venenous trash. Later, Tasso makes much of a quasi-Shakespearean pastoral scene in which the walled Tamar wanders, wretched, among happy shepherds. After a nicely sibilant scene in which a countrywoman gives ambiguous prophecies to each of David's four sons, Amnon tries to seduce Tamar until he realises who she is. He has no

sooner unveiled her than he tries - in vain - to reveal her. Whitworth's translation is admirably fresh and transparent. He tries to keep pace within rhyming quatrains, but is prepared to sacrifice metre or rhyme to clarity. Only in a few jumbled quips ("Two days in that boneshaker make your buttocks turn to salmon steak") does he draw attention to himself. He also directs this production; and in this, too, clarity is his hallmark, with one or two ultra-modern bits. The Reed's designs catch nicely the way Tasso presents his Hebrew themes through a Spanish baroque filter. The cast of 12 (several of them playing more roles than one) play with unfussy simplicity and urgency.

It is hard to take Patrick Wilde's Amnon, with his non-

designer stubble, poor stance, and unpolished diction, as a standing and a crown prince - but his delivery is so natural that it is easy always to believe, if not in the character, then in him. Morris Perry's account of King David has just the right unforced authority and near-cloying paternal solicitude. His account of his first scene - starting with a very difficult piece of grand rhetoric - is the only over-the-top part of his or anyone's performance. Most remarkable is Jules Melvin as Tamar - a kitten, then a tiger; a princess, then a young crone. Though there are a few immaturities in her performance, this is a young actress who speaks verse with a properly supported voice (rare), naturally communicative force (rare), and surprising effects of phrasing. As Jean de Reszke used to say, never take a breath when they expect you to.

At the Lyric Studio, Hammer-smith, until December 12

INTERNATIONAL ARTS GUIDE

BERLIN

CONCERTS
Schauspielhaus Wed: New Bach Collegium plays Bach concertos (817 3364). Thurs: James Levine conducts Vienna Philharmonic Orchestra in works by Brahms, Schoenberg and Debussy (301 9999). Fri: Udo Zimmermann conducts Berlin Radio Orchestra in works by Lutoslawski, Mahler and others (2090 2156). Sat, Sun afternoon, next Mon, Tues: Michael Schoenwandt conducts Berlin Symphony Orchestra in works by Britten, Bartok and Dvorak, with piano soloist Deszo Ránki (2090 2281).
Philharmonie Tomorrow: Lothar Zagrosek conducts Berlin Radio Symphony Orchestra in Goldschmidt's *Der gewaltige Hainrufer*. Thurs: Christoph Eschenbach conducts Houston Symphony Orchestra in works by Bartok and Mahler, with piano soloist Zlmon Barto. Sat: Hans-Jörg Schellenberger conducts Haydn Ensemble in symphonies and concertos by the Haydn family. Sun: Yehudi

Menuhin conducts Sinfonia Varsovia. Next Mon: Dresden Kreuzchor. Next Tues: Mildor. Dec 9, 10, 13, 14, 15, 19, 20, 21: Maurizio Pollini plays Beethoven piano concertos in three Berlin Philharmonic programmes conducted by Abbado (2548 8232).
● Sun at Metropoli: David Sanborn (313 4554). Next Mon at Deutschlandhalle: James Brown (8959 5959).

OPERA/DANCE

Staatsoper unter den Linden The main event this week is the premiere on Sat of a new production of Busoni's *Die Brautwahl*, conducted by Daniel Barenboim (also Dec 10, 12, 26, 28). Tonight's performance is John Cranko's ballet *The Taming of the Shrew* (also Fri). Wed: *Die Zauberkolbe*. Thurs: *Il barbiere di Siviglia*. Sun: Graun's *Cleopatra e Cesare* (2004 762).
Deutsche Oper Tonight's performance, hosted by Anneliese Rothenberger, is a concert featuring prizewinners of Germany's national song competition. Tomorrow: Rigoletto. Thurs, Fri: Jesus Lopez-Cobos conducts Berlioz's *Romeo et Juliette*. Sat: Béjart's *Ring Round the Ring*. Sun: Tannhäuser with René Kollo and Anne Evans (3410 249).
Komische Oper Tonight: *Le nozze di Figaro*. Tomorrow: *Entführung*. Wed: *Swan Lake*. Thurs: *Bartered Bride*. Fri: *Rigoletto*. Sat and Sun: Prokofiev's ballet *Cinderella* (2292 555).
THEATRE
Bremen Shakespeare Company winds up its residency at the Freie Volksbühne with six

different Shakespeare productions, daily till Sun (881 3742). Volksbühne am Rosa Luxemburg Platz has *The Plague*, an adaptation of Camus by Jeremy Weller (282 9978). The Schauspielhaus has Botho Strauss' *Schliessend*, and at Probebühne Cuvrstrasse, a new production of Jacob Lenz's play *Catharina von Siena*. Alexander Vampilov's 1972 play *Last Summer in Chulimsk*, about the stagnation of Soviet life under Brezhnev, opens on Dec 16 (960023).
Deutsches Theater is preparing new productions of Sam Shepard's 1980 play *True West*, opening Dec 10, and Ostrovsky's *The Forest*, opening Dec 22 (2871 225).

GENEVA

MUSIC
This year's Christmas show at the Grand Théâtre is a French-language version of Cole Porter's musical *Kiss Me Kate*, daily Dec 17-31 except Dec 24 and 25 (311 2311). Jesus Lopez-Cobos conducts Lausanne Chamber Orchestra at Victoria Hall on Dec 9, and Armin Jordan conducts Orchestre de la Suisse Romande on Dec 16 (311 2511). Prague Symphony Orchestra and Chorus give a concert on Dec 10 (310 5611).

THEATRE

Forces, a theatre and dance piece based on Molière, opens at the Comédie tomorrow and runs till Dec 19 (320 5001).
Goldoni's *The Rustics*, directed by Georges Wod and designed by Ezio Frigerio, opens at

Théâtre de Carouge on Dec 15, running till Jan 24 except the weeks of Christmas and New Year (343 4343).

MILAN

The 1982-3 opera season at La Scala opens next Mon with a new production of Don Carlo conducted by Riccardo Muti and staged by Franco Zeffirelli, with a cast led by Luciano Pavarotti, Samuel Ramey and Daniela Dessi (further performances, with cast changes, on Dec 11, 13, 15, 17, 19, 22, Jan 5, 7, 9, 12, 14).
Rudolf Nureyev's Nutcracker production is revived on Dec 12 for 13 performances till Jan 13 (7200 3744).

NEW YORK

OPERA/DANCE
Metropolitan Opera Tonight and Thurs: *La bohème* with Gabriela Benackova, Nancy Gustafson and Luis Lima. Tomorrow and Sat afternoon: *L'elisir d'amore* with Kathleen Battle and Francisco Araiza. Wed and Sat evening: Lucia di Lammermoor with June Anderson. Fri and next Mon: Selli Ozawa conducts Evgeny Olegin, with Thomas Hampson, Neil Rosensteln and Mirella Freni (582 6000).
State Theater New York City Ballet gives performances of Balanchine's production of *The Nutcracker* daily except Mon till Jan 3. No performance on Dec 17, 24, 25. Jan 1 (870 5570).
Joyce Theater Ballet Hispanico, directed by Tina Ramirez, opens a two-week season tomorrow.

There will be one world premiere choreographed by William Forsythe and the New York premiere of *El Nuevo Mundo* by Garcia Danieles to music by Paco de Lucia (242 0800). Dec 9-Jan 3 at City Center: Alvin Ailey American Dance Theater (581 1212).

CONCERTS

Avery Fisher Hall Tomorrow: Kurt Masur conducts New York Philharmonic Orchestra in works by Liszt, Brahms, Tchaikovsky and Beethoven. Thurs, Fri afternoon, Sat: Masur conducts works by Brahms, Diamond and Beethoven. Sun afternoon: Matslav Rostropovich conducts National Symphony Orchestra in works by Sallinen, Tchaikovsky and Sibelius, with violin soloist Vladimir Spivakov. Next Mon: New York Philharmonic 150th anniversary concert, with Kurt Masur, Pierre Boulez and Zubin Mehta. Dec 9: Christopher Hogwood conducts Messiah (875 5030). Dec 10 in Alice Tully Hall: Talis Scholars. Dec 13: Kathleen Battle (721 8500).
Carnegie Hall Wed: Chung Trio. Thurs: tribute to Miles Davis featuring musicians from different eras of his musical development. Dec 11: Mitsuko Uchida (247 7800).

VIENNA

OPERA
Staatsoper Tonight and Wed: *Nutcracker*. Tomorrow and next Mon: Katya Kabanova. Thurs: Maria Stuarda with Katia Ricciarelli and Alicia Nafé. Fri: Tosca. Sat: *Capriccio*. Dec 19: first night of new production of

Die Walküre with Domingo and Behrens (51444 2960).
CONCERTS
Musikverein Tomorrow: Virtuosi di Praga in choral music by Haydn and Zelenka. Wed: Beethoven programme with Erno State Philharmonic Orchestra and Tokyo Philharmonic Chorus. Thurs: Polish Chamber Philharmonic plays Prokofiev and Tchaikovsky. Sun: Nikolaus Harnoncourt conducts Concentus Musicus and Arnold Schoenberg Chorus in sacred music by Bach and Vivaldi. Next Mon: Houston Symphony Orchestra. Dec 20, 21: Barenboim conducts Vienna Philharmonic. Dec 22: Barenboim plays Schubert sonatas (505 8190).
Konzertsaal Wed: Cecilia Bartoli sings Mozart with Vienna Chamber Orchestra. Fri: Pinchas Steinberg conducts Austrian Radio Symphony Orchestra and Chorus in works by Respighi and Rossini. Sat afternoon and Sun morning: Heinz Holliger conducts Vienna Chamber Orchestra in works by Haydn, Spohr and Schubert. Sun and Mon evening: Georges Pretre conducts Vienna Symphony Orchestra in works by Mozart and Bruckner. Dec 10: Frans Bruggen conducts Mendelssohn. Dec 11: Melvyn Tan piano recital (712 1211).

THEATRE
The Burgtheater repertory includes Claus Peymann's new production of Goldoni's *The Impresario of Smyrna* and Shakespeare's *Macbeth*. Kleist's *Das Käthchen von Heilbronn*, directed by Hans Neuenfels, opens on Dec 12 (51444 2218).

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Super Channel
0700-0710, 1230-1240, 2230-2240 FT Business Daily
0710-0730, 1240-1300 (Mon, Thurs) FT Business Weekly - global business report with James Bellini
0710-0730, 1240-1300 (Wed) FT Media Europe
0710-0730, 1240-1300 (Fri) FT Eastern Europe Report
2240-2248 FT Report

SATURDAY

Sky News
2030-2100, 2230-2300 FT Business Weekly
CNN
0900-0930, 1800-1930 World Business This Week - a joint FT/CNN production

SUNDAY

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1000-1100, 1800-1930 World Business This Week
Super Channel
0930-0930 FT Business Weekly
Sky News
0130-0200, 0530-0600 FT Media Europe
1330-1400, 2030-2100 FT Business Weekly

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Monday November 30 1992

Russia before the Congress

THE CONGRESS of People's Deputies which meets in Moscow this week is a leftover from Mr Mikhail Gorbachev's perestroika, which demolished the old communist system but failed to erect a new one. Many of its members represent the interests of the old, centralised economy, which made the Soviet Union a deformed military superpower but never delivered prosperity, because it was not designed to do so.

Before the Congress these men tried to persuade President Boris Yeltsin that the monster designed to make the Soviet Union militarily powerful can be re-targeted, to make the Russian successor state prosperous and efficient. Powerful men such as Mr Arkady Volosky, leader of the industrialists' association, have sought to weaken the market reformers in the government led by Mr Yegor Gaidar. They have demanded the resignation of reformist ministers, accusing them of trying to foist an inappropriate western model onto Russia. They have also pushed for a further slackening of financial and other restraints on the military-industrial complex and an economic strategy which would make state enterprises the engine of modernisation.

Recent events have already provided indications of what such a policy would mean. For a start, it means a new effort to provide work for military factories by a determined export drive. Russia is offering tanks, submarines, aircraft carriers, aircraft and arms and equipment of all descriptions, in competition not only with western manufacturers but also with arms plants in Ukraine and other former Soviet states.

It also means a new emphasis on "self-reliance", as in the decision to place a multi-billion dollar contract for the development of the giant Shokman gas field in the Barents Sea with a consortium of Russian defence industries, and the expected decision to go ahead with the Udonkan copper project. This would provide thousands of jobs, but is never likely to provide

an economic return.

Given Russia's shortage of hard currency, and the spectre of mass unemployment, it is understandable that the managers should wish to keep their enterprises together by mammoth projects like these. That is what they were designed for. But the Soviet Union paid highly for the obsessive concentration of resources on a few prestige projects, like the White Sea canal under Stalin or the BAM railway through the Siberian wilderness under Brezhnev.

Russia needs a new type of economy, responsive to market forces and the demands of ordinary people for the "thousand and one tiny things" which central planning could never deliver, from a decent shirt to tasty foods and good medicines. That is the kind of economy being created in post-communist central Europe. It is the kind of economy which Mr Gaidar and his government have also been striving to create.

Mr Gaidar agrees that Russia should produce more and better equipment for the oil and gas industry and many other products designed to improve Russian efficiency and satisfy long-neglected needs, where necessary with the help of western finance and investment.

A painful compromise has been worked out between the government and Civic Union conservatives. But Mr Gaidar is right to insist that four basic principles be retained. These are: no return to a state distribution system; tight control over the ballooning money supply; no wage or price freeze; and no artificially low exchange rates.

Mr Yeltsin dismissed Mr Gorbachev's efforts to merge the contradictory plans for reform of market-oriented economists and the industrial bureaucracy as a "marriage between a hedgehog and a snake".

He should remember those words and insist that Russia rebuild its economy along market lines, with state industry playing its part within these disciplines.

Vantage Spring

MR DICK SPRING, and the Irish Labour party which he leads, surprised even themselves in the general election last week. The party more than doubled its share of the popular vote and its share of the seats in the Dail. Even though Labour remains very much the third party, and Ireland will continue to have to be governed by a coalition, Mr Spring has pulled off a remarkable achievement. He is entitled to say that he represents the only party that is on the way up.

Labour's strong showing is one of a series of events that suggests that the old mould of Irish politics is being cracked, if not broken. Two years ago the country elected a woman and a non-traditionalist as president. Seen from abroad, the two leading parties, Fianna Fail and Fine Gael, have never looked as different from each other as they pretend at home. There was an attempt at breaking the mould when the Progressive Democrats (PD) left the mainstream to set up on their own, but the new party never quite took off: it became an adjunct to the existing system. Last week's general

election need never have come about, had it not been for quarrels between politicians of the old school, which includes some of the PDs.

Nevertheless, in spite of the political shortcomings, Ireland continues to adapt. Anglo-Irish relations have improved immeasurably, despite - and perhaps partly because of - the problems in the north. Membership of the European Community has increased Ireland's self-confidence no end. The country still has formidable economic difficulties, many of which stem from the geographical position. There is the more immediate question of whether the punt can maintain its position in the exchange rate mechanism without realignment.

The election results suggest that Ireland would welcome a new voice in its politics. That wish should now be reflected in the negotiations on a new coalition. Fianna Fail needs a rest. Fine Gael is still the second party, but has missed its opportunity. Mr Spring should seek to head a coalition of Labour, Fine Gael and PDs.

Nuclear research

THE NUCLEAR industry is celebrating the 50th anniversary of its birth on December 2 1942, when Enrico Fermi and colleagues carried out the first controlled nuclear reaction. Past glories are a distraction from what looks like a barren future for nuclear research, at least in the UK.

The government is cutting back drastically on the development of new nuclear energy sources, and R&D on fast reactors will be wound up over the next 18 months: the UK is to withdraw from the European Fast Reactor project and close its Dounreay prototype reactor. That will leave fusion as the last remaining field of nuclear research in which the UK is actively involved - and even its most fervent advocates do not expect to see a commercial fusion reactor within 40 years.

Nuclear scientists and engineers are lamenting what they see as the short-sightedness of pulling out of fast reactor research, after spending £2bn on it since the 1960s. They see the fast reactor - also known as a "breeder" because it can produce more fuel than it consumes - as a future jewel in the crown of nuclear power.

That attitude is understandable but sadly out of date. Experience with experimental fast reactors has shown that they are more difficult to build and operate successfully than nuclear engineers had expected.

More important, the economic

justification for fast reactors - that nuclear fuel shortages early in the next century would make plutonium breeding worthwhile - has disappeared. Most experts now expect the world to remain awash in plutonium and uranium for several decades.

To have proceeded to the next stage of the European Fast Reactor project would have meant designing a £2bn demonstration reactor for a specific site. Yet there was no real prospect for the foreseeable future of the three countries involved - France, Germany and the UK - agreeing either to put up the funds required or to host the station.

The US has not been seriously interested in commercial fast reactor development since the 1970s. Even Japan's enthusiasm for fast breeders is cooling in the face of worldwide protests against its plutonium shipments.

In the unlikely event of the UK wanting to build a fast reactor in, say, 2020, there is no reason why Nuclear Electric should not buy a Japanese design, just as it is building an American-designed PWR now at Sizewell.

The government should put the money saved on fast reactor research - £13m a year on EFR and £40m on Dounreay - into other areas of energy research which have been starved of funds, such as clean coal technology. And it must keep up Britain's share of the international effort to develop nuclear fusion.

Michael Heseltine, the trade and industry secretary, may not spend much time with his family this Christmas. The festive season will find him trying to hammer together a plan to save British Coal in time to meet his self-imposed deadline of publishing a white paper "early in the new year".

He will not lack ideas. In the seven weeks since British Coal triggered a crisis with its announcement of 31 pit closures and the loss of 30,000 jobs, he has been deluged with suggestions from industrial, social and public interests. The parallel hearings conducted by the Commons select committee on trade and industry have also produced hundreds of pages of testimony. With the consultation period now drawing to a close, these will all go into the melting pot.

The overall message is clear: Britain's energy policy, insofar as any exists, is in a mess; people are confused and shocked by the decision to shut down half the coal industry, and they think the answer lies in government taking a more active role. But unfortunately for Mr Heseltine, the torrent of words does not contain an easy solution to his dilemma.

If anything, the debate has shown that virtually anything he does to try and increase coal's share of the UK energy market will have a knock-on cost, either as higher prices, jobs lost or subsidies. It has also become evident that he will be hard-pressed to save more than a third of the 30,000 jobs at risk. But the result need not be just a short-term palliative. One of the few encouraging points emphasised by the debate is that British Coal might have stronger prospects if it can only be helped over the next three or four difficult years.

Mr Heseltine's white paper will have to balance many competing aims. These include:

- saving a large enough number of coal jobs to quell public outrage but keeping the cost to a minimum;
- achieving quick results, but also creating a sensible long-term framework;
- taking government initiative without destroying the overriding aim of introducing market forces into the energy sector;
- making the rescue a boost rather than a burden to the economy as it struggles to recover.

The fundamental question which Mr Heseltine will have to answer before he considers possible courses of action is who will bear the cost of saving British Coal, the taxpayer or the electricity consumer. The trade secretary himself has put the total cost of keeping British Coal at its present size at £1.2bn a year.

The case for placing the cost on the taxpayer is that saving miners' jobs is essentially a social matter. Coal is uncommercial, and if wider national considerations require it to be saved, the country at large should foot the bill. But having only just agreed the spending cuts needed for the Autumn Statement, Mr Norman Lamont, the chancellor, will be in no mood to countenance fresh outlays. Saving coal would add about a half penny to the basic rate of income tax.

There is a stronger case for loading the cost onto the electricity consumer. Here, the argument is that saving coal is not a social matter but a prudent way of diversifying the country's fuel supplies. A rescue financed by consumers would also save the government a large sum of money by reducing the state's

Michael Heseltine must wrestle with tough choices as he formulates UK energy policy, writes David Lascelles

Coal on his Christmas list

redundancy bill for jobless miners.

Mr Heseltine may find it easier to bury the cost in electricity bills. At the moment these are unlikely to rise next year because of the effect of price controls. If Mr Heseltine forces them up, household consumers may not notice much difference, though industrial consumers could kick up a fuss about the threat to recovery. "What we need is price decreases, not price increases," Mr Peter Rost, the chairman of the Major Energy Users Council told the select committee.

None of the possible solutions would meet all of Mr Heseltine's requirements. Some, such as the suggestion that power generators be asked to hold larger coal stocks, are plainly impractical because their yards are already bulging with coal, and British Coal itself has 20m tonnes lying unsold. Suggestions that imports of coal be restricted should be banned are ruled out by the commercial and diplomatic repercussions.

The solution that looks most attractive remains one of the first to be mooted: the extension of the so-called franchise market in which most of the electricity generated from British Coal's output is sold. Those in this market, which consists of all but the 5,000 largest electricity consumers in the country, have to buy power from their local distribution company. It accounts for 70 per cent of electricity consumed, and prices have been maintained at artificially high levels to help coal.

The intention was to phase the franchise market out in stages starting in 1984, and liberalise competition completely by 1994. Mr Heseltine could delay this timetable, either through legislation or with the agreement of the electricity regulator, Prof Stephen Littlechild. Such a move would be welcomed by many regional distribution companies which are not looking forward to tougher competition, and it would place the cost on the consumer rather than the taxpayer.

Above all, it would achieve quick results because it would give the electricity industry confidence to sign up for larger deliveries of coal in the new five-year contracts which they are negotiating with British Coal. These contracts, due to start next April, are crucial to British Coal's future.

The franchise market could be extended in a further way, along the lines of a proposal by Mr John Baker, chief executive of National Power, the largest generator. He suggested that Mr Heseltine decree that this market could only be served by electricity generated from coal produced in the UK. This would mean excluding the controversial new gas-fired generators which have been accused by large electricity users and the coal lobby of being uneconomic. The present



Balancing act: The trade secretary must save enough mining jobs to quell public outrage but he must also keep the cost to a minimum

structure of the market allows the regional electricity companies to pass on any higher costs directly to consumers. Mr Baker's suggestion would also stanch coal imports.

Although Mr Baker's proposal looks self-serving because National Power is the largest supplier of electricity to the franchise market, it would return that market to the role for which it was originally created - to protect coal. It would undoubtedly provoke a cry of protest - and probably legal action - from the gas projects' owners. But it would also put to the test the claim which these projects have always made that gas can compete in a free market. "They can't have it both ways," says Mr Baker.

Together, these measures could add 15m tonnes of coal to the 40m

tonnes currently expected to be burnt for power generation next year.

By contrast, the other front-running suggestion - that Mr Heseltine accelerate the closure of the UK's ageing magnox nuclear reactors - has fewer attractions. Although these reactors are currently subsidised to the tune of £1.2bn a year, their closure would not save this money since it is earmarked for decommissioning costs which will be needed anyway. On top of that, premature closure would deprive the Treasury of the considerable earnings which the magnoxes generate now that their costs have been fully written down. Nuclear Electric puts the potential revenue loss at £2bn.

A further drawback is that

nuclear power stations cannot be closed down at a stroke; their closure would not spark any immediate additional demand for coal.

While Mr Heseltine will want quick results, he will also need to lay out long-term plans in order to rebuild confidence in the energy sector. The question here is whether he will want to institutionalise a more active government energy policy by creating an energy commission, or even reviving the department of energy, which he scrapped only six months ago.

There is strong political support for the idea of an energy commission. Public opinion seems to favour making the country's fuel mix a matter of national policy which takes account of social, economic and environmental needs. It also looks as if the select committee will back such a scheme.

The committee's hopes that Prof Littlechild would perform this role were dashed when he told them that it was not his job to promote particular types of fuel or save the coal industry. The committee subsequently welcomed a blueprint for an energy agency proposed by Dr Dieter Helm, director of Oxford Economic Research Associates.

But Mr Heseltine would have to decide whether closer government intervention marked a large step back from its long-term plan of introducing market forces into the energy sector. For one thing, it would require detailed legislation. The cost of trying to dictate the fuel mix could also be huge because of the subsidies and distortions it would introduce. The economics of the electricity generation and distribution business would be radically altered only two years after privatisation.

But are these fears exaggerated? Mr Francis McGowan of the Science Policy Research Unit at Sussex University, a leading academic centre on energy policy, says it should be possible to adopt a more active policy without falling into the same mistakes as the past. The privatisation of the power industry and the creation of regulators to protect consumers' interests have made the market much more transparent. "The pendulum has to swing back a bit the other way," he says.

Would a solution that created a market for an extra 15m tonnes of coal production be enough? Mr Neil Clarke, chairman of British Coal, delivered a gloomy warning to the select committee. Because of the increases of productivity which his company is making, the need for labour will fall anyway. So even though 15m tonnes represents half the amount by which British Coal production was due to be cut, it would at the most save only 10 of the 31 threatened pits, and a third of the miners' jobs.

But by the same token, a breathing space would enable British Coal to bring more of its pits up to competitive strength. According to John T. Boyd, the mining consultancy hired by the government to advise on the closures, 28 of the pits could produce coal at an average price of £1.33 a gigajoule within three or four years, and some could do better. That compares with the current price of £1.80, and would take British Coal within range of imported coal prices.

Mr Heseltine may conclude that it is worth holding back changes in the power market in the hopes of securing these gains, and putting British Coal on a sounder long-term footing, particularly if he can point to wider social benefits. But there will be a hefty price to pay.

Samuel Brittan

Black Wednesday's cost



Despite the ridiculous slogan attributed to Henry Ford, "history is bunk", history will not go away, an example being the cost of the British government's unsuccessful attempts to defend sterling's ERM parity up to Black Wednesday, September 16.

That new and most useful periodical, "Central Banking", has provided an analysis in its autumn issue. Although its own estimate is probably too high, it has helped to prise out some information.

The best estimate of the sums expended by both the Bank of England and other central banks in defending sterling during the period is in the region of £15bn to £20bn. This includes drawings made on the special ECU facility announced on September 3 and on proceeds of earlier ECU borrowing. So it is double counting to add them all together.

The best approximation to the capital loss would be to apply to the sums expended the 15 per cent devaluation of sterling against the D-Mark, which gives a loss of around £2.4bn to £3bn, near the upper end of what was estimated by outside observers immediately afterwards. This is obviously not exact. For instance, some of the outstanding amount to be repaid is ECU denominated, and the pound was devalued a little less against the Ecu than the D-Mark. Nevertheless it is in the right ballpark.

We are not talking about small sums. What is most likely to anger the chancellor is not the numbers in Central Banking but the assertion in the magazine that the loss is "just as if Norman Lamont had personally thrown entire hospitals and schools into the sea all afternoon".

It is true that the transactions of the Exchange Equalisation Account are excluded from the UK Public

Sector Borrowing Requirement. But look at the well-known £1bn gain of a private fund manager, George Soros, from the devaluation of sterling. Suppose that Mr Soros had been less skilful and had lost an equivalent amount. Is there any doubt that he and his fundholders would have been poorer? Capital losses in the public sector can be spread over a longer period - it would be absurd to raise British taxes in one year to make up foreign exchange losses. But they have not vanished into thin air.

A more important revelation in Central Banking is of a letter from a former president of the Bundesbank, the late Dr Oskar Emminger, written in 1978 before the start of

The Bundesbank spent DM290bn in currency support by the weekend before Black Wednesday

the ERM and accepted by the German government, opting out of any obligation of unlimited intervention in support of weaker currencies.

The substance of the letter was known to other central banks. Indeed the whole concept of unlimited intervention was basically a bluff. Quite apart from the controversy about the effects of such intervention on the German money supply, there is an obligation to repay these sums within 75 days - only a fraction can be rolled over. Repayment becomes less credible once intervention gets into the stratosphere.

For instance, by the weekend of the Italian lira devaluation, the Bundesbank had spent DM300bn in support of currencies against their ERM margins, in practice the lira. In addition some DM200bn had previously been expended in intramur-

ginal support of currencies before they had reached their limits, making a grand total of no less than DM500bn.

There were other ignored warning signals. When a currency had reached 75 per cent of the maximum permitted divergence in the ERM grid, consultations with partner countries should be triggered, covering fundamental policy. Yet the British government, as far as is known, was not prepared either to raise interest rates or to raise the question of realignment.

By the weekend of the lira devaluation, the Bundesbank had notified the German government that intervention had reached unmanageable proportions and once again raised the question of a wider realignment in return for a larger cut in interest rates. Recent contacts between the House of Commons treasury committee and the Bundesbank have suggested that this proposal was not passed on by Jean-Claude Trichet, the French chairman of the Monetary Committee. The French riposte, with which one can sympathise, is that the German position was surely clear enough and was not dependent on one particular channel for its transmission.

One Bundesbank view is that some good may still come from the confusion if it is now clear that: ● realignments are still within the rules of the ERM game; ● ERM members can temporarily opt out during periods of stress; and ● unlimited intervention is for the birds.

But why did it take an international catastrophe to establish these elementary points? Of course a case could have been made, as I indeed tried to, for a harder version of the ERM. But it was simply ostrich-like to pretend that the core player, Germany, accepted such a hard version when in fact it did not.

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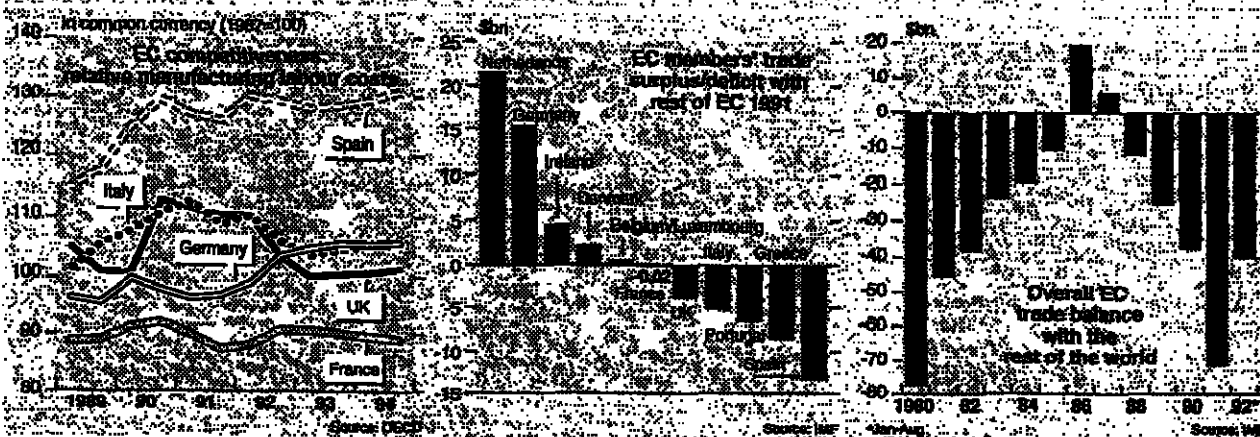
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EC's trading patterns



Costs and benefits of the currency conundrum

FT writers examine the impact of European exchange rate upheavals on the competitive position of the continent's exporters

Industrialists throughout Europe are still recovering their breath after an autumn of European currency upheaval. With the effects on competitiveness varying according to whether they sell from a hard or soft currency country, exporters around the continent have different stories to tell.

Following three realignments in the exchange rate mechanism (ERM), combined with the floating of the Swedish krona and Finnish marka, there is unease that more devaluations may be on the way. And one overriding worry is that competitive devaluation could exacerbate the problems faced by Germany, Europe's strongest economy – adding to recessionary pressures around the continent.

Countries where currencies have appreciated are feeling the pinch. The D-Mark and the French franc have risen sharply against leading European currencies since sterling and the lira left the ERM on September 16. The trend continued after the fresh ERM realignment on November 22, in which the peseta and escudo were devalued by 5 per cent.

The disadvantages caused by foreign devaluations for exporters in Germany and France have been partly offset by the rise of the dollar since September – which has cheapened European exports compared with those priced in dollars. But, since intra-European trade far outweighs European countries' exports to the dollar zone, it is the ERM shifts which have had the larger consequences for competitiveness.

Commenting on the September devaluation, Mr Robert Hudry, finance director of Unior Sador, the French state-owned steel group, complains: "In the space of one week, we lost four years' effort in improving our productivity. It's a heavy handicap."

Since France's labour costs are now rising much more slowly than Germany's, the Paris government reckons competitive problems are tolerable. Mr Bruno Durieux, the

junior trade minister, estimates that the weakness of sterling, the lira and the peseta will set back the French trade balance by FF25bn (\$610m) in a full year, compared with the forecast trade surplus of FF25bn this year. However, The Patronat, the French employers' association, expects French exporters to lose market share in cars, steel and telecommunications unless companies cut margins.

Patronat officials say their real worry is whether the ERM will hold together if strains revive. Mr Noël Goutard, chairman of Valeo, the car components maker, echoes these fears: "My worst nightmare is that the Bundesbank will not cut interest rates by the end of the year and that France will approach its legislative election next March facing 8m unemployed in a political panic. The political right will

Benz, Volkswagen, Metallgesellschaft and Mannesmann. According to the Organisation for Economic Co-operation and Development (OECD), during the past three years Germany has been losing export markets for manufactured goods faster than any other industrialised country. Taking into account the September ERM changes, the OECD estimates Germany's share of manufactured goods markets will fall 4.5 per cent this year and 1.5 per cent in 1993, after a drop of 6 per cent in 1991.

In the countries in which currencies have devalued, industrialists have welcomed the fillip to exports. Mr Robin Mowday, commercial director of Bridgeport, the export-dependent UK machine toolmaker, says sales to the US and West Germany have improved. "We are looking to export our way out of trouble,

In Sweden, the forestry industry – competing above all with North American and Finnish producers – will be the single largest beneficiary of the abandonment of the krona's links with the Ecu. McDo, one of Sweden's three leading forest companies, estimates its annual turnover will increase by more than SKr200m as a result of the appreciation of foreign currencies. Both Volvo and Saab Automobile, with large export markets in the UK and US, are obvious beneficiaries. But many industry executives believe Sweden may repeat the mistakes of the 1982 devaluation, when rising wage costs and inflation eventually eroded competitive benefits.

Looking beyond the immediate consequences, economists believe the changes will do little to reverse the long-term trend of declining European competitiveness vis-à-vis the rest of the world. EC countries' share of world export markets for manufactured goods has fallen by a cumulative 6.3 per cent during 1990-92, according to OECD estimates. The EC's trade deficit with the rest of the world rose to \$71bn last year from only \$11bn in 1989. The shortfall was \$40bn in the first eight months of this year, in spite of faltering EC growth, which would normally be expected to reduce imports.

A further round of devaluations during the run-up to next spring's French elections could divert attention from the search for solutions to the decline in the international performance of European industry. Mr Douglas McWilliams, economic adviser to the Confederation of British Industry, says: "European labour is the highest paid in the world. We work the shortest hours and have the longest holidays. You have to be very productive to get over that."

Reporting by Tom Burns in Madrid, Christopher Brown-Humes in Stockholm, William Dawkins in Paris, David Marsh in London, Haig Simonian in Milan and David Waller in Frankfurt

One big worry is that competitive devaluation could exacerbate Germany's problems – adding to recessionary pressures in Europe

then be tempted to devalue, perhaps by between 10 and 15 per cent, when the government could have got away with only a 3-4 per cent devaluation a few weeks ago."

The country showing most pessimism about the currency changes is Germany. Labour costs are rising faster than in many competitor countries, and the economy slowed sharply in the third quarter this year. Companies' worries that they may be pricing themselves out of export markets have cast a fresh pall over economic prospects.

Mr Manfred Schneider, chief executive of Bayer, the chemicals group, says D-Mark appreciation has damaged the competitiveness of the entire, export-oriented chemicals sector – and warns that profits this year will fall sharply. Similar warnings have been broad cast by a range of other top companies, including Daimler-

so September 16 was a big help." Mr Richard Freeman, corporate chief economist at ICI, the UK chemicals group, says sterling's fall will give a "very big impact" to exports.

But exporters from weak currency countries also fear that competitive gains could be eroded by higher import prices. Mr Filip Maraziti, chairman of Ceramica Marazzi, one of Italy's biggest tile groups, says: "We pay for a lot of raw materials in dollars, D-Marks or schillings. The expected rise in production costs will partly, or wholly, eliminate the benefit of devaluation."

In Spain, industrialists say the peseta's double devaluation has brought the previously overvalued exchange rate back to reality. But Mr Claudio Aranzadi, Spain's industry minister, last week said Spain would only stay within its new ERM limits if workers agreed lower wage rises.

OBSERVER

Mandarin solution

It's to be hoped the Queen's offer to pay tax on her private wealth does not lead to the sort of bureaucratic madness that followed an attempt to bring privileged bodies into the tax-net by the Labour government of the 1980s.

The instigator was the late Richard Crossman who had previously been not only a university don at Oxford, but a member of the city's council. As such, he'd been appalled by the income lost to the city because Oxford University, like its counterparts elsewhere, was exempt from paying rates.

So, on becoming minister for local government, he withdrew the rates-exemption from universities in general.

The snag was that a good many lacked the money to pay the charges because their entire income was committed to teaching and research. Warnings of impending bankruptcies began to spread.

But Whitehall mandarins neatly produced a cost-less solution. They increased the central government grants to universities to cover the rate-payments to their local authorities, and decreased the central grants to the relevant authorities by the same amounts.

Alas, the resulting money-ground hadn't been opened for long before another arm of officialdom threw a spanner in the works.

Since the new arrangement was purely a book-keeping exercise, whenever the local authorities raised the rates, the universities simply paid up without demur. But that incurred the displeasure of the Committee of Public Accounts, which said they must contest the rate-increases to keep the local councils in check.

Whereupon universities on the one hand and councils on the other took to the courts, and soon large

dollops of taxpayers' and ratepayers' money were flying off the money-go-round...into the pockets of lawyers, of course.

Cutting back

It sounds like chancellor of the exchequer Norman Lamont is not the only member of the government who may be living beyond his means. Observer hears that Alastair Burt, a junior minister in the department of social security, has requested a copy of Bernardine Lawrence's useful new book, "How to feed your family on \$5 a day".

Given that the National Consumer Council estimates that the average family spends at least £90 a week on food, Burt should have recouped his £3.99 outlay in a couple of days if he sticks to the diet.

Royal wonder

Peter Wood, the 46-year-old founder of Royal Bank of Scotland's money-making Direct Line Insurance subsidiary, started yesterday with a game of tennis before heading for the office to return the anticipated volley of criticism over his £6m bonus.

Wood is hardly the traditional clearing bank director. An entrepreneurial figure who rattles off an array of statistics about his telephone sales operation, he is brisily unapologetic about what he gets paid. "I certainly don't want to be known as the \$8m man," was the closest he came to sounding defensive.

The bank was supporting its colourful director yesterday. But does it really want more "Peter Wood clones", as he himself thinks? Far be it for Observer to sow seeds of discord in the boardroom. But if Wood can keep up this type of performance – he told The Observer that his operation could be "worth more than the Royal Bank before too long" – he should



be running the Royal Bank and not George Matheson. Like Michael Hopper, Lloyds Bank's insurance supremo who defected to BF, it is hard to imagine the Royal Bank offering Wood the sort of career prospects which will satisfy a multi-millionaire for the next 14 years.

Customer loyalty

It is easy for journalists to abuse the privilege of their position by slagging off a product or company that has provided them with shoddy service. Members of the public rarely get the same sort of response as an incensed scribe threatening to reveal all.

Even so Lynn Barber's tale, in The Independent on Sunday, of how her daughter has been waiting seven weeks for her free camera and cash card after opening a Lloyds Bank student account, struck a cord. The free camera has finally arrived – it doesn't work – but still no sign of her daughter's cash card.

Ms Barber contrasts Lloyds' response with that of the John Lewis department store group after she complained about a worn out loose cover for her sofa. The offending item was whisked off to a laboratory to see what went wrong and a replacement is being made as fast as possible. "Imagine if someone had seen that cover and you had said you got it at John Lewis," a worried John Lewis partner told Ms Barber.

The difference between a clearing bank and a department store is that the latter's success depends on repeat business, whereas a clearing bank can live off a near captive customer base. That said, tales like the above do raise the question of whether Lloyds Bank really deserves its reputation as the best-managed London clearing bank.

Suitable

Still on the subject of bank-bashing, have you noticed Barclays Bank's latest advertising campaign – Starting a business this year?

It promises "all the practical, actionable advice you need to turn your dream into a reality". The dictionary's definition of actionable is "turning ground for an action of law."

Hasn't Barclays got enough lawsuits on its hands already?

Bob a job

Overheard during discussion of redundancies on train from Birmingham to London: "Yes, my brother's been out of work since he lost his job in the summer...and he was chairman of BP."

The other Horton went on to say that brother Robert is in the small-print stages of becoming head of an unidentified public service outfit. "Not the coal-mining review body, you know, but something comparable."

LETTERS TO THE EDITOR

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Support for continuity

From Mr Hugh Marsden.

Sir, May I endorse Mr Baker's excellent letter (November 26) seeking support for the Securities and Futures Authority's continuing success in regulating retail stock exchange business. Your article, "Back to the Drawing Board" (November 26) seems to indicate that Mr Mick Newmarch (of Prudential Corporation) and Lord Alexander (of National Westminster Bank) are influenced by the clear need for their own self-interest to salvage FIMERA.

In my own self-interest, and that of my clients, I urge Lord Alexander, Mr Newmarch and other financial services industry leaders to consider the undoubted success of the stock exchange over many years and its present successor, the SFA, and to build on it. Their proposals would surely unecessarily subsume a small and much needed service which is essential to private investors and to the government's declared aim to encourage wider share ownership.

In any case, vast change will incur vast cost without ensuring a better and product. Will small- and medium-sized independent intermediaries survive a second onslaught of regulatory change and cost within a decade? Without intermediaries the public will have less independent advice. Is this what the Prudential and Natwest are seeking?

Hugh Marsden, SFA House, 14 Bevis Marks, London EC3

Reason for optimism about changes in auditing practice

From Mr A P Thomas.

Sir, I refer to your article "Auditors' body calls for changes in practice" (November 24). It is ironic that the accounting profession, this time in the form of the Auditing Practices Board, is discovering again that there is "a need for auditors to report to a wider audience" and "on a far wider range of activities".

It is ironic because this was the main thrust of the Accounting Standards Steering Committee's "The Corporate Report", published in 1975. This document proposed six specific additional statements, many of which address current concerns and none of which has ever been taken up by the

ASC, the stock exchange or legislation.

The Corporate Report, like the current discussion document, was radical in recognising a responsibility to regulators, employees, etc.

However, there is more reason to be optimistic under the new standard setting regime that the profession will at long last grasp this thistle and make major improvements in both financial reporting and the role of auditors.

A P Thomas, senior lecturer in accounting, Birmingham Business School, University of Birmingham, Edgbaston, Birmingham B15 2TT

Life becomes risk free

From Mr Terry Arthur.

Sir, In recent days you have carried a number of suggestions for the government to expand its underwriting activities – for example, in supporting the tourist industry, insuring against terrorism, nationalising certain debts, covering pension scheme losses, and culminating in Mr Pritchard's suggestion (Letters, November 26) in issuing wage linked securities.

These all sound like wonderful ways of taking risk out of our lives, and Mr Pritchard's suggestion should be particularly cheap – the one certain outcome would be that the historical outperformance of wages over prices would move very sharply into reverse. Terry Arthur, 23 St Mary's Street, Stamford, Lincs PE9 2DG

Penny-pinching leaves passengers suffering

From R J Arden.

Sir, Your article on passenger reaction to the new Networker trains ("Passengers say new trains create strain", November 26) could be applied to most of the new trains introduced in recent years. Economic penny-pinching has won at the expense of passenger comfort.

The class 156 Super Sprinter is seriously deficient in toilet provision. The ubiquitous class 158 Express Sprinter and the Mark 4 coaches on the East Coast Main Line are cramped like the Networker. Seats are too narrow and too close

together, particularly where four people are expected to sit with knees knocking round a table which has insufficient space for their papers. Larger people and pregnant women are simply not catered for.

The lack of mid-carriage doors and the cramped conditions also extend unloading times by a significant amount which could be life-threatening in a major incident. Presumably these designs have passed somebody's safety audit? A worrying trend for the future is that the 158s are already becoming rattle-traps with ceiling units and luggage racks

banging away throughout the journey. This same problem was also apparent recently when I sampled the new stock on the Portsmouth line.

One big advance has been the smoother ride given by the new generation of bogies and BR should be congratulated on this. However, it would do well to start again from the body shell and design interiors more suited to reasonable passenger comfort. The trains are projected to last for 30 years, but will customers' patience?

R J Arden, 36a Southside Road, Inverness IV2 3BG

Contracting for public services: regulations not extended for first time, and employees' fears confirmed

From Mr Michael Forsyth MP.

Sir, Contractors for local authority services may well have been confused by misleading reports in the FT and elsewhere about an amendment to the Transfer of Undertakings (Protection of Employment) Regulations proposed in the employment legislation now before parliament.

These regulations provide for the transfer of employees' contracts where an undertaking is transferred to a new employer. Catherine Milten said in her maiden speech on October 29 and St. "Until now the government has argued that the directive applies only to workers in the private sector." That is not true. The government has always accepted that both public and private sectors come within the scope of the regulations. The amendments in the current bill certainly do not have the effect of extending the regulations to the public sector for the first time.

However, the regulations do not normally apply where local authorities contract out in-house services in accordance

with the requirements of our compulsory competitive tendering (CCT) legislation, since there is not normally a transfer of an undertaking in these circumstances. The amendment we are making to the regulations does not alter this position. CCT has led to both financial savings and improvements in the quality of local services, and it is in no one's interest to see its impact lessened by ill-informed reports.

Nor has the Foreign and Commonwealth Office suspended its preparation for market testing, as your report stated. The White Paper published on November 25, as reported in your edition of November 26, contained a list of activities to be market tested in every government department, including the Foreign and Commonwealth Office.

The legal position on the regulations is one of a number of issues which have to be taken into account in the normal course of developing contracting out programmes, before tendering can proceed. The amendment we are mak-

ing does not affect the government's plans for market testing or contracting out.

Michael Forsyth, Minister of State, Department of Employment, Tothill Street, London SW1

From Mr Leslie Christie.

Sir, Mr Waldegrave's attempt to reassure potential contractors for public services ("Government seeks to clarify rights of employees in transfers", November 26) will only serve to confirm their fears. He claims that discussion of the application of the Transfer of Undertakings Regulations (TUE) is a "red herring". The only thing fishy about the debate is the government's attempt to pretend that the TUE regulations (and the EC directive on which they are based) have no effect on the market testing programme.

Playing with words, the government argues that TUE has always covered the public sector. Formally, this is true – but up to now TUE has never been deemed to cover the contracting out of public services

because "non-commercial" ventures were excluded. The government's recent proposed amendments to UK legislation effectively admit that it was in breach of the EC directive.

The minister's next defence is that the regulations applied "only when an undertaking was transferred" and that this would depend on the facts of the case. A recent European Court of Justice decision makes it much more likely that the regulations would now apply in most cases of contracting out of services.

And to rub salt into the wounds (or the herring), those who have suffered as a result of the government's failure to implement correctly an EC directive into domestic law now have the option of bringing an action for damages against the government under principles laid down by the European Court of Justice.

Leslie Christie, general secretary, National Union of Civil and Public Servants, 124-130 Southwark Street, London SE1 0TU

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FINANCIAL TIMES

COMPANIES & MARKETS

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INSIDE

Toronto-Dominion falls 18% in full year

Toronto-Dominion Bank, Canada's fifth largest chartered bank, has reported a 7 per cent decline in fourth-quarter profits and an 18 per cent drop for the full year ended October 31. Page 16

Tax review

The UK government is reconsidering the tax treatment of insurance companies after complaints from UK insurers that they are penalised more heavily than European counterparts, it was disclosed yesterday. UK insurers are not allowed to deduct tax on equalisation reserves made against future claims. Page 14

Final straw for French farmer

Mr Jean-Philippe Garnot, a pillar of the local branch of France's main farm union, manned the barricades in last week's farmers' demonstrations in Paris and will do again at a rally with other European farmers in Strasbourg tomorrow. He feels abandoned by Brussels and believes he is defending his region and his job. Back Page

A taste for internal affairs

Many people in Europe have built up a horrible vision of Mr Martin Bangemann since 1989, when he became Germany's senior commissioner, responsible for the internal market and industrial policy. They say this was the man who tried to ban the UK prawn cocktail crisis and outlawed dozens of traditional unpesterised cheeses in the interests of EC harmonisation. Andrew Hill reports. Back Page

Razor-sharp issue

Six prospective bidders will this week enter discussions for the purchase of Wilkinson Sword, the shaving products and toiletries group. Wilkinson's owner, Eemland, hopes the planned sale will rid Wilkinson of an unwelcome financial involvement by Gillette of the US, its main competitor, which has aroused opposition from competition authorities worldwide. Page 16

Uphill struggle in Japanese life

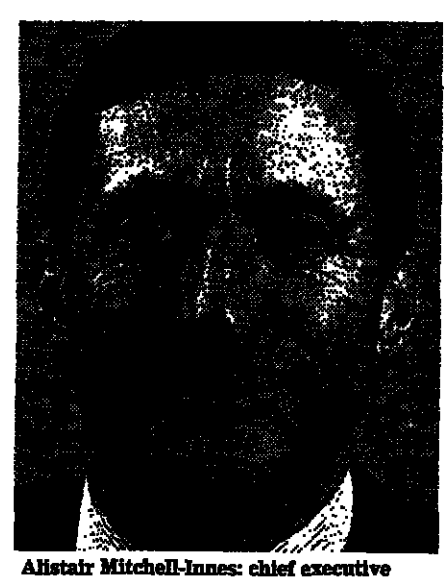
Nippon Life Insurance, the largest of Japan's life companies, reported a 2.5 per cent increase in premium income for the first half, as the Japanese industry recorded its lowest level of asset growth in the post-war period. Page 16

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Investment vehicle considers debt for equity rescue as trading slows at its food stores
Isosceles may face third refinancing plan



Alistair Mitchell-Innes: chief executive

By Roland Rudd in London

ISOSCELES, the heavily-indebted management buy-out vehicle for the Gateway food stores, is considering its third restructuring plan, only a month after its second was approved by shareholders.

According to one of its financial advisers, the group is "actively considering a debt to equity rescue plan" because of its inability to make significant inroads into debts of more than £1.2bn (£1.8bn).

Trading has deteriorated at Gateway, which has more than 600 outlets.

Isosceles is expected to announce in January that Gateway's operating profits for the half-year to November 9 have fallen to between £60m and £65m, against £93m in the comparative period.

The trading performance of Gateway's mainstream stores continues to be well below budget.

Any new refinancing would have to be agreed by Wassenstein Perella, which has an inbuilt majority of A shares giving it a veto over any new proposals.

One of the group's financial advisers said: "We would obviously hope to avoid a new refinancing package."

"Not only would it be very expensive but Wassenstein Perella's support is by no means guaranteed. But since the debt is still so high it has to be actively considered," he added.

The group's immediate problems stem from its inability to make asset sales to reduce borrowings.

Following last month's sale of its Wellworth subsidiary, the Northern Irish supermarket chain, Isosceles' net debt has fallen below £1.2bn.

Wellworth was sold for £122m, a price below earlier hopes.

But further delays in selling Herman's Sporting Goods, its US subsidiary, is likely to require agreement from the banks to defer principal debt repayments.

In the year to April, Isosceles wrote off £143m from the value of Herman's leaving its net assets at about £50m.

Only last month a buyer, believed to have been Odyssey, a New York based

buy-out capital group, pulled out after being at an advanced stage of negotiations.

The group is still looking for buyers for Herman's, but is understood to be no nearer to pulling off a deal.

If Gateway's trading continues to deteriorate the group's banks may also be asked to waive covenants.

While Isosceles is not in breach of its covenants at the moment its financial advisers fear a breach could occur next January if the results are as bad as expected.

However, Mr Alistair Mitchell-Innes, who recently took over Mr Bob Willett's role as chief executive of Gateway, is understood to believe that Wassenstein Perella may have to be persuaded to agree to a third refinancing agreement.

Mr Mitchell-Innes, who is also chief executive of Isosceles and chairman of Gateway, hopes that Wassenstein Perella will recognise the depth of the problems and not block a debt to equity conversion if a third refinancing is needed.

The Stock Exchange seems set to recommend closing the USM. Philip Coggan reports

The lingering death of a whizzkid's haven

The Unlisted Securities Market has been suffering a slow, lingering death. Although it survived the crash of 1987, the recession of early 1990 has gradually drained liquidity and confidence from the market.

The Stock Exchange seems set to recommend the abolition of the market, with as many companies as possible transferring to the upper tier.

For a brief period in the mid-1980s, the market seemed to have become what it was designed to be, a thriving haven for budding British entrepreneurs.

The USM was founded in response to an age-old fear that the stock market was too inflexible to cater for the young, vigorous companies which could be the driving force of Britain's economic growth. The Wilson committee reported in 1979 that there was a "capital gap" facing companies which were too small for a listing and which did not want to rely on banking facilities.

The Stock Exchange was also concerned about the development of "over-the-counter market" trading in unlisted companies, and wanted to bring this area under its control.

There was something rather exciting about the establishment of this market: one of the first companies to join was Lord Hesketh's ambitious venture for building a British superbike.

The Hesketh business failed, but as the UK economy emerged from the early 1980s recession, the USM built momentum. From 25 companies at the end of 1980, the market grew to 295 by the end of 1984.

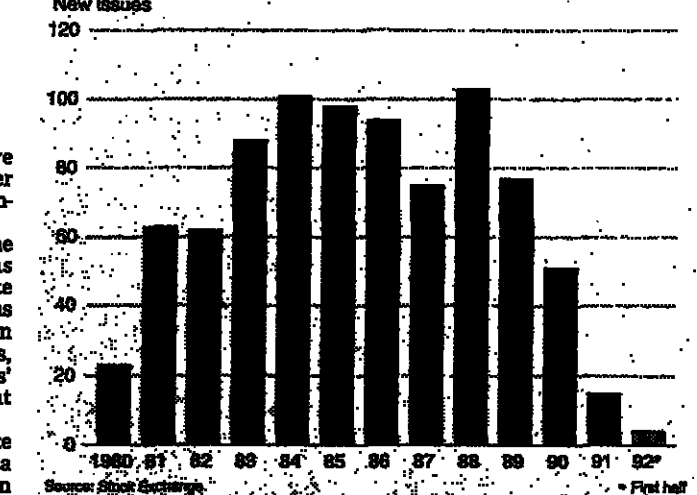
In the early years, the market's performance was dogged by a heavy concentration in oil and electronics companies. But as the bull market gathered pace, the speculative attractions of the market increased - the USM index doubled between January 1 and October 16 of 1987.

The crash appeared to deal a grievous blow to the market. Overnight, liquidity in many of the shares disappeared; investors found they were simply unable to offload the stakes they bought when the market was rising.

However, there was some recovery in 1988 and 1989. UK corporate profits were still rising, and companies were able to float on the back of strong growth records. Analysts pointed to the "small company effect", whereby shares in such companies outperformed their larger brethren over long periods, and this encouraged investors to back flotations.

But the early 1990s recession was a body blow. Smaller companies tend to have a greater concentration in their businesses in the UK and thus were doubly hit by the fall in demand and the effect of high interest rates.

Unlisted Securities Market



just 15, and in this year's first half, only four.

The lifeblood of the USM has ebbed away. At the end of June, there were 226 companies on the market, with a total capitalisation of £5.08bn (£7.7bn), compared with 445 companies and a market value of almost £10bn at the end of September 1989.

And the USM has long since ceased to be an important means of capital financing for small companies. In 1988, companies on the market raised £308m from investors; that figure rapidly dropped to £45m in 1990, £11.8m in 1991 and £14.6m in the first half of 1992.

The value of customer business on the market has also fallen sharply - from £6.08bn worth of shares traded in 1987 to £1.43bn in 1991. As a consequence, several market-makers have decided to pull out of trading the shares of many smaller companies, as it was proving impossible to earn profits in the sector.

The Stock Exchange recently established a new system for trading illiquid shares, SEATS, but for many investors, the damage may already have been done. It will take a while before they will be prepared to take the risks of investing in small company shares again, even if USM stocks transfer to the main market.

Speculation about the USM's extinction has been commonplace in 1992. If most participants are able to transfer to the main market, few will shed any tears.

But perhaps if the USM dies, a small part of the once popular vision of an "entrepreneurial Britain" could die with it.

The government of Russia is changing its economic course. It has proposed a fundamental change in direction, in which the emphasis on fiscal and monetary measures, given pride of place earlier this year, yields precedence to an under-scoring of its effort to support industry, to stop the fall in living standards and to construct a "social" market economy.

This is an important shift. Whether or not it will be given a chance to work is a matter of politics, and the politics will be played out in public form tomorrow in the federal forum of the Congress of Peoples Deputies - at the centre of whose deliberations will be the government and its performance.

Mr Yegor Gaidar, the acting prime minister, has striven to make clear in the past week that there is no desertion of radical reform. The direction is the market, an open economy and a stable currency - all conceived of as the indispensable economic infrastructure for a civil and democratic society. Yet while this new course is not a turning back, it is more than just a "correction".

The key text for the shift is a document of some thirty pages, called "A programme of urgent measures to lead the Russian economy out of crisis". It was completed eight days ago, and was drawn up by a commission of experts, one side of which was drawn from the government and headed by Mr Sergei Vassiliev, director of the Centre for Economic Reform; the other side of which was drawn from the Civic Union and the Russian Union of Industrialists and Entrepreneurs, headed by Mr Yevgeny Yasin, director of the latter organisation's expert institute. "This is the written basis of the agreement between the government and the Civic Union - though it is clear that no broader political agreement is yet firm."

The document makes a spirited and too-rare claim for some success, pointing out that

Russia changes direction of its radical reform

the conditions for market relations have at least been laid, that the queues have largely disappeared and that the trust of foreign countries has been restored. But it does not minimise the failures. Inflation is up to around 25 per cent a month. The production fall shows signs of evening out, but has gone on longer and to lower levels than forecast. Many enterprises are on the verge of bankruptcy; the ruble

enterprises usually keep the profits, passing on their debts to the state.

It is important to note that the programme does not abandon fiscal and monetary restraint: on the contrary, it devotes several pages to a description of how it will be achieved. But it also says this: "to restore production and the living standards of the population, it is not possible to stop inflation quickly." (It later says that the aim is now to get inflation down to 8 per cent and 10 per cent a month within six months.)

Further, it promises a lot of support - to the population's living standards, of course; to various sectors; to scientific institutions; to exporters. Only in one sentence does it promise the "regulation of the economy and branches which have no future". Clearly, to do all this and fight inflation is almost certainly too tall an order.

It is, in the end, only a programme. The interest is not in the detail but in the direction: the government is now prepared, in order to gain the support of the centre block represented by Civic Union, to try its hand at constructing a viable corporatism, on the grounds that only through that will it be able to establish reform on a broad enough social base to make at least some of its objectives attainable.

It is not at all clear if this will go far enough. Like most such programmes, there is something in it for everyone; and without trust between the contracting parties, the fears of the Civic Union that the current government would be much keener on the monetary and fiscal instruments than on the apparatus of industrial planning could be well grounded.

The next days and weeks will see how far this new course is a political tactic, or a real economic strategy.

Economics Notebook

By John Lloyd in Moscow

has fallen to close to 500 to the dollar; foreign trade regulations change constantly.

In the long list of mistakes with which the programme begins, one theme is dominant: that is, that the government is not able to execute its will and has been absent from too many processes in which it should have been a main actor. It has not secured laws on bankruptcy and private ownership of land; it has not been able to stop illegal exports, and the illegal transferring abroad of vast amounts of hard currency. It has been helpless before a surge in crime and in the continued inertia and interference of the bureaucracy.

It is now deemed a mistake to have avoided what is now seen as a responsibility: that is, to support Russian industry; to give clear guidelines to the state companies; to take an active hand in the reconstruction of those which have good

Study sees fault with bank loan covenants

By Andrew Jack in London

BRITISH BANKERS may have shown financial savvy when setting conditions for loans with companies, an academic study suggests.

The current definitions in loan agreements between companies and banks of ratios such as minimum net worth, interest cover or gearing are open to widespread manipulation, the study found.

The conclusions come in an analysis of bank loan covenants by Mr David Citron, a lecturer in accounting at City University Business School in London.

Most banks attempt to safeguard their loans with performance linked to key financial ratios, yet while the definitions are legally watertight most leave enormous scope for creative accounting by managers determined not to breach these ratios.

In a survey of 29 leading lending institutions, Mr Citron found that for loans over £1m (£1.6m) more than two-thirds have financial ratio covenants, rising to an even greater proportion for unsecured loans or for those to companies with high gearing.

In a separate analysis of 25 bank loan contracts and 13 contract templates, he found few of the ratios were directly linked to performance.

Overall, he concludes: "Some items are accepted as presented in the accounts, thus leaving some scope for manoeuvre through a choice of appropriate accounting methods."

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COMPANIES AND FINANCE

UK insurers may get tax benefit

By John Gapper

THE GOVERNMENT is reconsidering the tax treatment of insurance companies after complaints from British insurers that they are penalised more heavily than European counterparts, it was disclosed yesterday.

The Inland Revenue said it was considering whether the competitive position of British insurers was being penalised by the fact that they are not allowed to deduct tax on equalisation reserves made against future claims.

The Association of Insurance and Risk Managers in Industry and Commerce said it had received a letter from Mr Stephen Dorrell, financial secretary to the Treasury, saying that the government was re-examining the tax position.

Mr Dorrell's letter said the Inland Revenue was looking at the treatment of equalisation reserves. "If some change is called for, we will consider whether this can be achieved without causing unacceptable distortions," he said.

Mr Roger Miller, executive director of Airmic, said the association would put forward

a number of arguments for changes.

Airmic believes the government should make equalisation reserves tax deductible. This would allow insurance companies to reduce taxable profits by setting aside sums to pay for future catastrophic claims.

It wants to prevent discounting for tax purposes on long-term insurance provisions. This would stop taxation of investment sums set aside to pay for specific future claims.

Mr Miller said in a letter to Mr Norman Lamont, the chancellor, that the British insurance industry was being penalised because European companies were allowed more favourable tax treatment.

He said Airmic regarded "the stability, competitiveness and solvency of the British insurance industry as vital to the interests of the whole of British industry. Export earnings would rise if there was a 'level playing field' in taxation."

Mr Dorrell said in his reply that differences in accounting methods in other EC countries meant there were good reasons why discounting did not arise as a tax issue elsewhere in the way in which it did in Britain.

Granada aims to sustain computer recovery

LOOKING after other people's computers seemed a promising diversification for Granada in the mid-1980s when the television and leisure services group was "dashing for growth".

Europe's computer users were then spending about \$10bn a year on maintenance. Computer manufacturers, then as now, took the lion's share, but there was just under \$1bn for independent, or third party, maintenance organisations to compete for. The sector was growing at about 15 per cent per annum, well ahead of most other services businesses.

A string of acquisitions costing some £200m gave Granada instant market leadership in Europe, but the prospective gold mine quickly became a disaster. It failed properly to integrate the new division and in 1991 losses were £7.7m on revenues of £900m. Cash was bleeding out of the division at an appreciably faster rate.

The computer services division's problems were compounded by the recession and difficulties in other parts of the group, including a heavy debt burden leading to sharp falls in both revenues and profits for the whole organisation. Mr Derek Lewis, the former Granada chief executive who was closely associated with the

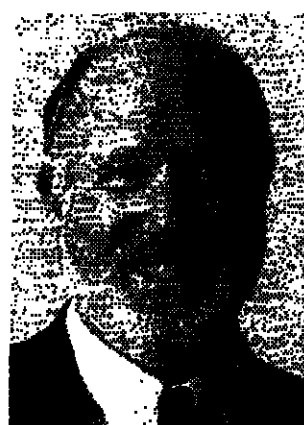
Alan Cane on its battle with manufacturers for maintenance work

move into computing services, lost his job, the most public victim of the debacle. Now, under a new chairman, Mr John Curran, and after extensive surgery to bring order to the division, Granada Computer Services seems back on track.

It turned in pre-tax profits of \$4.3m on revenues of £77.2m at the half-way stage, compared with a \$3.6m loss last year. The group is due to report full-year results on Wednesday. Earlier this year the division secured a key contract with British Aerospace worth £12m over three years. As Mr Curran notes, it was not the value of the contract but the boost to the morale of the organisation that was important.

Mr Curran is a 46 year old US-born computer industry veteran, in a business where experience, track record and connections are vital. Formerly with Mobil Oil, National Advanced Systems and Control Data, his later career has included a spell as consultant specialising in turning around ailing companies.

Granada Computer Services was certainly ailing. It was formed between 1986 and 1988 by the acquisition of Computer



John Curran: boost to morale that was important

Field Maintenance, SMS, Mainstay, DPCE and Wigo, all well respected companies. But Mr Curran arrived to find an uncoordinated group of separate organisations, wracked by internal strife with multiple management systems, heavy overheads and no economies of scale. Support operations were replicated, each group had its own training centre.

The individual companies were first class; DPCE and Computer Field had been pioneers in breaking the stranglehold the manufacturers had

over computer maintenance. Granada's newly imposed management layer, however, lacked knowledge or experience of the maintenance side.

Mr Curran moved swiftly once he believed the division could be salvaged. He brought in trusted senior managers from his previous existence and sacked 30 per cent of the 3,000 workforce in one week. It cost a one-off £15m but prepared the ground for this year's return to profitability.

But can it be sustained? The maintenance battleground has changed significantly over the past four years. Attempts to build thriving businesses on the back of computer maintenance – notably Ferrari Computer Services – have failed.

The European market for computer maintenance is still about \$10bn – prices have fallen sharply – but growing at only about five per cent per year. There is renewed competition from the big hardware manufacturers, International Business Machines, Digital Equipment and now, the Japanese. Olivetti of Italy is also a leading player in maintenance but chiefly in the mid-range system area, while Granada is focused on mainframes and

personal computers.

The manufacturers are powerful – IBM's maintenance revenues alone top more than \$4bn annually – and are well placed to use price as a competitive weapon. They are aggressively seeking to replace failing hardware sales with services revenues. Granada remains the independent European market leader with sales of about \$300m, substantially bigger than the next largest independent Thomaifor (a subsidiary of Thompson CSF), Sorbus (owned jointly by ICL and Bell Atlantic) and Getronics of the Netherlands.

Mr Curran's strategy for the future is based on two concepts: multi-vendor support and partnerships.

The big manufacturers, he reasons, are hard to beat on their own ground – servicing machines of their own manufacture where they have a natural advantage. But today many large customers buy their equipment from a diversity of manufacturers and are building multi-vendor networks of workstations and departmental computers to distribute computer power through their organisations. They are seeking a single

partner who will take responsibility for ensuring that everything works efficiently together. But manufacturers' expertise tends to be limited to their own equipment. That, Mr Curran says, is where Granada's broad skills count: "What we are good at is complexity management". It will, however, need to beef up software skills to be completely convincing.

The company believes that partnerships and alliances are the way ahead, especially with the growth of "outsourcing", where a company passes over its data processing operations to a third party against an agreed level of service.

The leaders in outsourcing in Europe include EDS-Scicon, Cap Gemini Soged and Sem Group. Granada is keen to form partnerships with companies like these with a view to offering a complete computing service – facilities management plus maintenance in one package.

Granada Computer Services will have to develop its US business to become the global player that Mr Curran envisages, but all the parts of the operation seem at last to be pulling in the same direction. Last year it was at the centre of Granada's financial woes; this year it should prove a foundation for its profitability.

Brown & Jackson disposal

By Christopher Price

BROWN & Jackson, operator of the Poundstretcher chain of discount stores, has disposed of its remaining 25 per cent stake in Advanced Technology Industries for \$550,000.

This ends a particularly painful episode for Brown &

Jackson and confirms the new management's policy of concentrating on core retail discount activities.

The majority share in Advanced Technology, a security alarm manufacturer, was acquired in 1988. It was transferred back to its original owner, Lancelight Group, ear-

lier this year on agreement to drop claims to nearly £11m of the original purchase price.

A review by brokers Henry Ansbacher found that up to 40 per cent of ATI profits between 1988 and 1990 may have been questionable. Renegotiation to former owners was based on profits earned in that period.

German subsidiary drags Kewill into midway loss

By Alan Cane

HIGH COSTS and poor sales at one German subsidiary forced Kewill Systems into a small loss midway and cast a pall over prospects for the full year. The Surrey-based computing services company, which markets a portfolio of manufacturing and accounting software products, incurred a pre-tax loss of £172,000 for the half year ended September 30, compared to a profit of £1.7m.

Turnover fell from £21.46m to £15.42m, reflecting the continued shrinking of Weigang, one of the German companies, and a movement away from hardware distribution in Europe.

Losses per share amounted to 3.56p (earnings 13.56p).

Mr John Overstall, chair-

man, said once the Weigang situation had been resolved the company would apply to the Court to approve a capital reduction to eliminate the deficit on distributable reserves.

He said most of the operations had continued steadily. Trifid Software, in particular, had contributed £500,000 of UK operation's total pre-tax profits of £1m. Han Dataport, the other German subsidiary, made £500,000.

Weigang lost £1.3m, however, after a sharp fall in orders at the end of 1991. Interest costs rose to £413,000 (£278,000). Mr Overstall said marketing efforts had been stepped up in Germany and staff at Weigang should be reduced to 29 people by April next year. The company still retained some 400 German customers and should break even next year.

Alexanders makes £1m write-downs

By Christopher Price

ALEXANDERS Holdings, the car sales and leasing group, has revealed accounting discrepancies which have led it to make write-downs of over £1m.

Alexanders announced on Friday that Sharies, the group's auditors, had resigned two weeks ago and that Clark Whitehill has been appointed

to the position. It is believed that Clark Whitehill brought the discrepancies to light.

These included premises which the Alexanders board said should have been valued at £370,000, which instead had a book value of £788,000. An extraordinary charge of £418,000 is to be made in the restated accounts for the year

ended September 30 1991.

A provision of £700,000 is also being made against its contract rental business, most of which relates to the period ended September 30 1990.

Alexanders' shares, plunged 5p to 12p on Friday. The group, which is the main Ford dealer in Scotland, is controlled by the Clayton family which has over 50 per cent of the shares.

CROSS BORDER M&A DEALS					
BIDDER/INVESTOR	TARGET	SECTOR	VALUE	COMMENT	
PepsiCo (US)	Knorr Elorza (Spain)	Soft drinks	£212m	Doubling local market share	
Ciba-Geigy (Switzerland)	Unit of Fisons (UK)	Consumer health	£93m	Fisons starts disposals	
Illinois Tool Works (US)	Siddons Ramsay (Australia)	Hardware	£38m	Rival to BBA bid	
Waste Management Int'l (US/UK)	Environnement service (France)	Waste management	£29m	Rapid French expansion planned	
Unilever (UK/Holland)	Lipton India (India)	Food	£8.6m	Raising stake to 51%	
Allianz (Germany)/Banco Bice (Chile)	Allianz Bice Cia de Seguros de Vida (JV)	Insurance	£6.6m	50/50 venture	
Sentrachem (S Africa)	Chemplex (Australia)	Chemicals	n/a	SA overseas buys continue	
Philips (Holland)/Thompson (France)/Sagem (Japan)	Joint Venture	Electronics	n/a	Active LCD venture	
Lloyds Bank (UK)	Rural Bank New Zealand	Banking	£154m	Fletcher Challenge disposal	
Sara Lee (US)	Unit of BP (UK)	Food	n/a	Negotiations advanced overseas buys continue	

CITICORP

U.S. \$350,000,000

Subordinated Floating Rate Notes Due November 27, 2035

Notice is hereby given that the Rate of Interest has been fixed at 5% in respect of the Original Notes and 5.0875% in respect of the Enhancement Notes, and that the interest payable on the relevant Interest Payment Date December 31, 1992 against Coupon No. 85 in respect of US\$10,000 nominal of the Notes will be US\$43.06 in respect of the Original Notes and US\$43.81 in respect of the Enhancement Notes.

U.S. \$500,000,000

Subordinated Floating Rate Notes Due October 25, 2005

Notice is hereby given that the Rate of Interest has been fixed at 5% and that the interest payable on the relevant Interest Payment Date December 31, 1992 against Coupon No. 86 in respect of US\$10,000 nominal of the Notes will be US\$43.06.

U.S. \$500,000,000

Subordinated Floating Rate Notes Due January 30, 1996

Notice is hereby given that the Rate of Interest has been fixed at 5% and that the interest payable on the relevant Interest Payment Date December 31, 1992 against Coupon No. 83 in respect of US\$10,000 nominal of the Notes will be US\$43.06.

U.S. \$350,000,000

Subordinated Floating Rate Notes Due August 14, 2011

Notice is hereby given that the Rate of Interest has been fixed at 4% p.a. and that the interest payable on the relevant Interest Payment Date February 26, 1993 against Coupon No. 26 in respect of US\$10,000 nominal of the Notes will be US\$97.78 and in respect of US\$250,000 nominal of the Notes will be US\$2,444.44.

U.S. \$500,000,000

Subordinated Floating Rate Notes Due May 29, 1998

Notice is hereby given that the Rate of Interest has been fixed at 4% and that the interest payable on the relevant Interest Payment Date February 26, 1993 against Coupon No. 27 in respect of US\$10,000 nominal of the Notes will be US\$97.78, and in respect of US\$250,000 nominal of the Notes will be US\$2,444.44.

November 30, 1992
By: Citibank N.A. (Issuer Services), Agent Bank

CITIBANK

Italian Lire 100,000,000,000

CREDIOP S.p.A.

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Floating Rate Notes Due 2001

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from November 30, 1992 to May 28, 1993 the Notes will carry an interest rate of 13.60% per annum. The amount of interest payable on May 28, 1993 will be Italian Lire 68,695,890 per Italian Lire 1,000,000 nominal amount of Notes.

By: The Chase Manhattan Bank, N.A.
London, Agent Bank

November 30, 1992

CHASE

NOTICE OF REDEMPTION

INTERNATIONAL BANK FOR RECONSTRUCTION AND DEVELOPMENT

Washington, D. C.

("IBRD")

IBRD 6.6% Japanese Yen Bonds of 1985 Due 1995 (Thirty-second Series) (the "Bonds")

We hereby notify holders of the above Bonds that on January 10, 1993 (payment day) will be on January 11, 1993, the entire outstanding amount of the Bonds is to be redeemed pursuant to Condition 17 of the Bonds by IBRD exercising an optional redemption right of 50 billion yen (optional redemption price: 102%).

Paying Agents: With respect to definitive bonds, the principal of and interest on the Bonds are payable at any of the paying agents mentioned herein. With respect to recorded bonds, the payment shall be made at the paying agent designated in the application for the recording of the Bonds.

The Industrial Bank of Japan, Limited
as Representative Commissioned Company for the Bonds

30th November, 1992

PT PABRIK KERTAS TJIWI KIMIA

U.S. \$50,000,000

Notice is hereby given that the Rate of Interest under the Interest Payment Certificate has been fixed at 4.1875% p.a.

Together with the 1% interest under the Bond Certificate, the total interest payable on the relevant Interest Payment Date June 1, 1993 in respect of US\$250,000 nominal of the two Certificates will be US\$4,592.45.

November 30, 1992
By: Citibank N.A. (Issuer Services), Agent Bank

CITIBANK

ECU 200,000,000

Caisse Centrale de Cooperation Economique

Floating Rate Notes due 2006

For the period from November 30, 1992 to February 26, 1993 the Notes will carry an interest rate of 10% per annum with an interest amount of ECU 238.19 per ECU 10,000 and of ECU 2,381.94 per ECU 100,000 Note.

The relevant interest payment date will be February 26, 1993.

Agent Bank:
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Floating Rate Notes 1997

In accordance with the provisions of the Notes, notice is hereby given that, for the three month period 26th November, 1992 to 26th February, 1993 the Notes will bear interest at the rate of 7 1/4% per cent. per annum. Coupon No. 30 will therefore be payable on 26th February, 1993 at £21.58 per coupon from Notes of £50,000 nominal and £21.16 per coupon from Notes of £5,000 nominal.

S.G. Warburg & Co. Ltd.
Agent Bank

Residential Property Securities No. 1 PLC

£200,000,000

Mortgage Backed Floating Rate Notes 2018

The rate of interest for the three month period 26th November, 1992 to 26th February, 1993 has been fixed at 7.60% per cent. per annum. Coupon No. 19 will therefore be payable on 26th February, 1993 at £19.15 per coupon.

Aggregate interest charging balances of Mortgages redeemed during the previous Interest Period: £4,723,064.25

Aggregate interest charging balances of Mortgages redeemed as at 26th November, 1992: £200,609,895.77

The aggregate principal amount of Notes outstanding as at 26th November, 1992: £110,900,000

S.G. Warburg & Co. Ltd.
Agent Bank

European Investment Bank

Yen 35,000,000,000

Floating rate notes due 2008

Notice is hereby given that the notes will bear interest at 3.6525% per annum from 30 November 1992 to 28 May 1993. Interest payable on 28 May 1993 will amount to Yen 910,538 per Yen 50,000,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

Wells Fargo & Company

US\$200,000,000

Floating rate subordinated notes due 2000

In accordance with the provisions of the notes, notice is hereby given that for the interest period 30 November 1992 to 31 December 1992 the notes will carry an interest rate of 5.25% per annum. Interest payable on the relevant interest payment date 31 December 1992 will amount to US\$45.21 per US\$10,000 note and US\$226.05 per US\$50,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

First Bank System, Inc.

US\$200,000,000

Subordinated Floating Rate Notes due 2010

Notice is hereby given that for the interest period 30 November 1992 to 26 February 1993 the notes will carry a rate of interest of 5.25% per annum and that the interest payable on the relevant interest payment date 26 February 1993 will amount to US\$128.33 per US\$10,000 note and US\$3,208.33 per US\$250,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

TSB Hill Samuel Bank Holding Company plc

Formerly Hill Samuel Group plc

US\$75,000,000

Perpetual floating rate notes

For the period from 30 November 1992 to 28 May 1993 the notes will carry a rate of interest of 5.25% per annum. Interest payable on 28 May 1993 will amount to US\$261.04 per US\$10,000 note.

Agent: Morgan Guaranty Trust Company

JPMorgan

Bank of Tokyo (Curacao) Holding N.V.

U.S. \$100,000,000

GUARANTEED FLOATING RATE NOTES DUE 1997

Payment of the principal of, and interest on, the Notes is unconditionally and irrevocably guaranteed by

The Bank of Tokyo, Ltd.

(Incorporated in Japan)

In accordance with the provisions of the Agent Bank Agreement between Bank of Tokyo (Curacao) Holding N.V., The Bank of Tokyo Ltd., and Citibank N.A., dated November 27, 1992, notice is hereby given that the Rate of Interest has been fixed at 4.1875% p.a. and that the interest payable on the relevant Interest Payment Date, February 26, 1993 against Coupon No. 27 will be US\$101.14.

November 30, 1992, London
By: Citibank N.A. (Issuer Services), Agent Bank

CITIBANK

YOKOHAMA ASIA LIMITED

(Incorporated in Hong Kong)

U.S. \$100,000,000

GUARANTEED FLOATING RATE NOTES DUE 1997

Unconditionally and irrevocably guaranteed by

THE BANK OF YOKOHAMA, LTD.

(Incorporated in Japan)

Notice is hereby given that the Rate of Interest for the initial interest period has been fixed at 4.125% per annum and that the interest payable on the relevant Interest Payment Date February 26, 1993 against Coupon No. 30 in respect of US\$10,000 nominal of the Notes will be US\$100.83 and in respect of US\$250,000 nominal of the Notes will be US\$2,520.83.

November 30, 1992, London
By: Citibank N.A. (Issuer Services), Agent Bank

CITIBANK

HENDERSON UNIT TRUST MANAGEMENT LIMITED

Announce with effect from 27th November 1992, HENDERSON GLOBAL TECHNOLOGY EXEMPT TRUST has been merged following an approved Scheme of Amalgamation into HENDERSON AMERICAN SMALLER COMPANIES TRUST.

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KIO in Spain: where did the billions go?

THE Kuwait Investment Office (KIO), the external treasury of the Kuwaiti government, has long had a reputation as one of the world's most powerful, conservative and secretive investing institutions. But in recent months, it has found itself at the centre of a growing storm concerning the management of its multi-billion dollar investments in Spain.

The affair has brought the KIO's investment empire in Spain to the brink of collapse. It has provoked a bitter row between the current KIO management and some of Spain's leading banks and businessmen and has stirred unprecedented criticism of the office's activities in Kuwait itself. It may be about to erupt in litigation, which threatens to throw an unwelcome spotlight on the way Kuwait and its rulers manage their oil wealth and it could further damage the KIO's reputation in the financial world.

The KIO says that although it has invested up to \$4bn in Spain since 1986, it has seen no return. It also says it now finds itself owing around \$3bn to creditors in Spain, and Salomon Brothers, the US investment bank, has told it that its Spanish holding company, Grupo Torres, which last year lost \$400m, has a negative net worth of more than \$500m. KIO claims are missing. "It is very clear that there has been a major misappropriation of funds in Spain," says Mr Mahmoud al-Nouri, the new chief executive of Grupo Torres.

Much remains unclear, amid the walter of charge and counter-charge, about exactly what has gone wrong for the KIO in Spain. Former KIO managers who directed the investment drive into Spain and their Spanish business partners, with whom the new KIO management is now at loggerheads, have a simple explanation. They insist their initial investments were highly profitable, and that the office's Spanish empire only fell into loss as a result of the 1990 Iraqi invasion of Kuwait and the sharp slowdown of Spain's economy.

By contrast, their successors who took over last spring, accuse them of having violated the office's conservative investment guidelines by building up a portfolio overloaded with industrial assets that required KIO to take an unfamiliar direct managerial role.

Certainly, the office's investment strategy in Spain differed dramatically from the approach with which it has been traditionally associated - namely that of a discreet investor in blue-chip international companies such as Daimler-Benz, Metallgesellschaft and Midland Bank.

KIO spent \$3.4bn over the past six years to build up a huge industrial conglomerate, Grupo Torres, according to KIO and Torres records. By the time the new KIO management came in last May, Torres employed more than 30,000 people and controlled Spain's largest chemical group, Ercros; its largest paper producer, Torres-Papel; its biggest foods group, Ebro; and its third largest property developer, Prima.

The KIO's Spanish adventure was run out of the office's London headquarters by a small circle of senior KIO managers: Sheikh Fahad Mohammed al-Sabah, chairman for more than 20 years and a cousin of the Emir of Kuwait; Fouad Jaffer, general manager; and the KIO's two most senior British managers, Trevor Ball and Bruce Dawson.

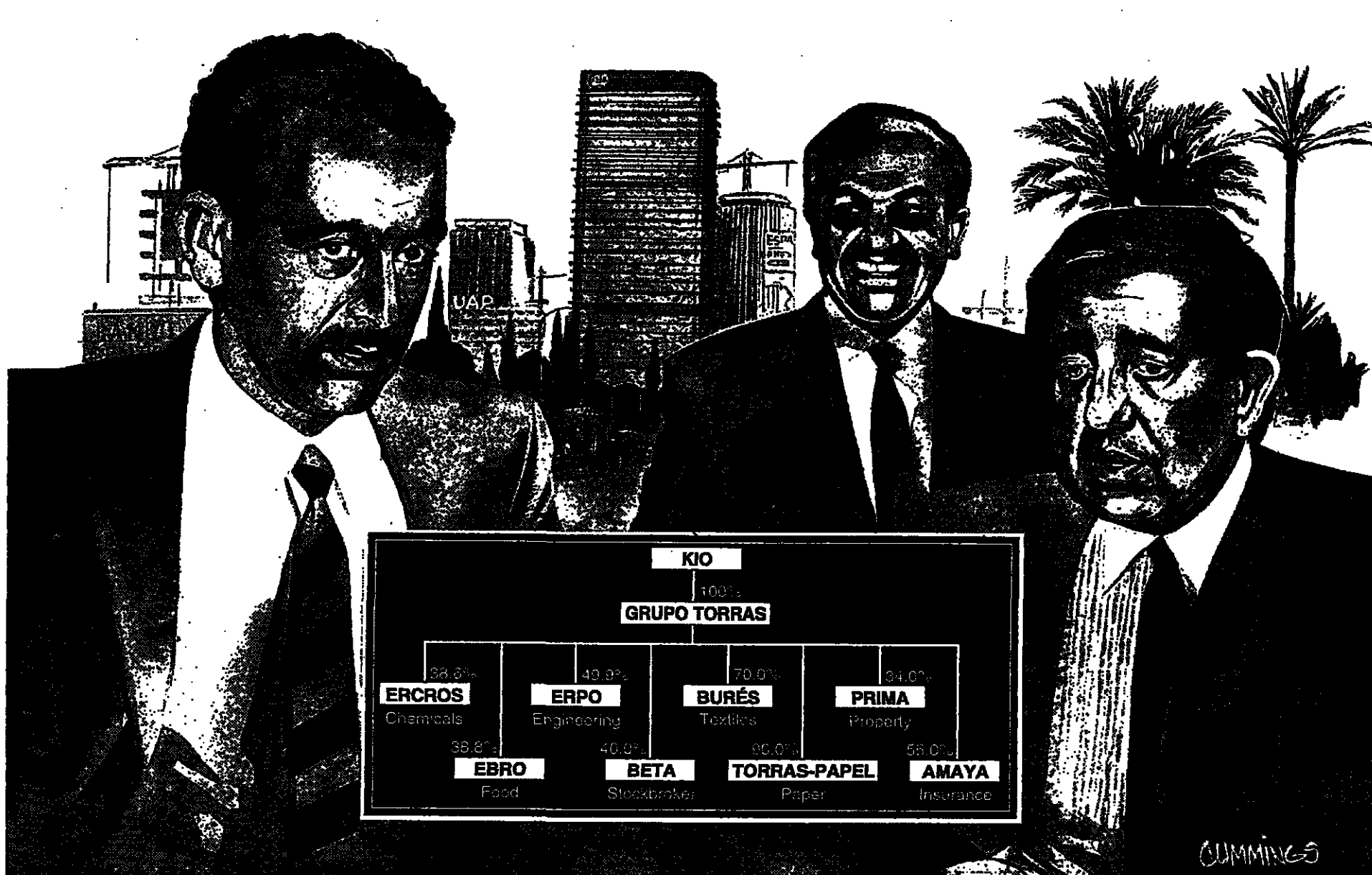
The story starts in the early 1980s, when the KIO, as investor of the oil revenue, accounted for 10 per cent of Kuwait's Reserve for Future Generations, a sort of national pension fund - was trying to diversify.

In 1983, KIO staff suggested that the office look at Spain, which was set for strong economic growth as European Community entry approached.

A year later Bruce Dawson was introduced to a small Catalan packaging producer, Impacsa, that was in need of fresh capital. Impacsa's biggest creditor was Banco Garrija Nogues, an affiliate of one of Spain's main commercial banks, Banesto. Dawson met the head of Garrija Nogues, an ambitious Catalan named Javier de la Rosa, and decided to spend \$30m on buying control of the packaging company, insisting that de la Rosa stay on the board.

That was in November 1984. Before doing the deal, the KIO had run a check on the young banker. It found a sharp financial brain, a family scandal - his father had fled the country after being accused of defrauding the Barcelona authorities in a land development - and a looming disaster at Banco Garrija Nogues.

During Spain's banking crisis in the early 1980s, Banesto had passed a number of its riskier loans on to Garrija Nogues, in addition De la Rosa



The Spanish connection: Fouad Jaffer, former general manager of KIO, (left); Sheikh Fahad Mohammed al-Sabah, an ex-chairman of the investment office and also a cousin of the Emir of Kuwait and Javier De La Rosa, an ambitious Catalan businessman

Over six years the Kuwait Investment Office invested up to \$4bn in building an industrial conglomerate in Spain. It says it has seen no return on the money and large sums are missing. Peter Bruce investigates an affair that has caused a storm over how Kuwait manages its oil wealth

Kuwaiti corporate and private clients.

In part the use of external accounts was a matter of convenience for the KIO. Had it entered Spain declaring itself a sovereign investor on behalf of the Future Generation

Reserve, it might have been subject to close supervision by the Spanish government. But the external accounts also served as a vehicle by which the KIO's clients could take profits they made on share dealing in Spain offshore and avoid tax. This diversion was to become one source of the conflict between the KIO's new and former managers.

The external accounts were run by Trevor Ball, who reported on them directly to Sheikh Fahad. They invested through a number of specially established offshore companies, mostly registered in Switzerland. Peat Marwick, the KIO's auditors, identified some of these investment vehicles last year: GSM Securities Management, Montrex and BPS. It appears that it was these accounts, not the Future Generations account, that took the bulk of the profits generated by the KIO in Spain.

An internal KIO memo, dated May 14 1990, shows how it says the Future Generations account had made, until then, just \$24m on share dealing in Spain while "managed funds", the external accounts, had made \$281m. That is probably an understatement, as the memo's author was a junior and not privy to all the secrets.

On whose behalf were the external accounts being run? According to several well-placed sources, some very important investors indeed. One of the accounts, known inside the KIO headquarters as number 11-A, is said to have contained the private investments of a senior Kuwaiti politician. It would not be surprising, Ex-KIO employees are convinced that the office would routinely invest on behalf of ministers or of the ruling family.

The new KIO management does not deny it was running external accounts in addition to the Future Generation account; it says simply that the office's constitution allows it to invest any funds the government tells it to.

The external accounts played a crucial role in the construction of Grupo Torres. They were used to build big stakes in target companies whose stock (like most of the Spanish market) was thought to be ripe for big gains. In all this the key player was De la Rosa, who was given a highly lucrative contract that put him in managerial control of Torres.

At the time, only a few people understood exactly what was going on. They may not even have included Grupo Torres itself, which last year asked auditors Peat Marwick to map out how the KIO had operated. It reported in October 1991, as follows: The office would follow advice from De la Rosa and buy into a stock in the name of the external accounts. Then, as the share price rose on rumours of KIO's purchase, it would quickly sell the stock on to Torres at a profit. Torres, which had in July 1987 launched a \$550m rights issue, would pay for it with this money or bank loans, thus leaving debt onshore while profits were taken by the external accounts in tax havens.

In one example, Peat Marwick found that in the second quarter of 1987 GSM Securities Management bought 119,498 shares of the sugar refiner, Ebro, on the markets for \$9.8m and a few weeks later sold the same shares to Torres for \$19m. By one informed reckoning, the KIO's various accounts

took \$1.5bn of profits out of Spain.

The benefits to the holders of the external accounts were obvious; the advantages to Torres, which was in effect being forced to buy shares, less so - at least with hindsight. The hope all along was that Torres would grow into a thriving industrial empire on the back of Spain's economic boom, and be able to repay its borrowings later by selling off assets to hungry local and foreign investors.

Sadly, this was not how events were to turn out. By the end of 1989 the office began to show signs of fatigue. It was also coming under great pressure from Kuwait to improve its reporting to the KIO executive committee, presided over by the KIO, which had become nervous about the publicity the Spanish investments were attracting.

Investors were also becoming disenchanted with Torres. It had become an almost impossibly unwieldy conglomerate, with an insatiable appetite for rights issues. Its stock price languished accordingly.

All this spelled problems for the Kuwaitis, who had become anxious to speed up the sale of some Torres assets in order to repay group borrowings. The KIO's solution, decided on by its executive committee in December 1989, was to take Torres private. "This should be considered as a first step," the minutes of the meeting say, "towards reducing our investments in Spain through the sale of some of Torres's assets with a guaranteed profit."

The delisting took place at the end of that month, but it did not go smoothly. Torres offered its shareholders a mixture of cash and shares in its Prima property group. Unfortunately, these shares - like many in the group - were

seriously overvalued. Beta Capital, KIO's brokers, had earlier warned that the price of the Prima shares would somehow have to be "guaranteed" if the operation was to work.

Thus, a massive price support operation was set in motion to absorb Prima shares after Torres had been taken private. Soon after the Torres "privatisation", about 40 per cent of Prima suddenly appeared in the hands of companies controlled by people and institutions close to KIO - Foud Jaffer and Gerald Hines, a US property developer who did a lot of business with the Office, took about 14 per cent between them. KIO's advice was that this share support operation was perfectly legal under Spanish law.

It was not the only such operation. In 1989 De la Rosa sold a stake of about 18 per cent in Torres, and, later, one of about the same amount in Ercros, under his own name. "The support operations were vital to Torres because its stock and that of its affiliates was being used as collateral to attract bank loans."

But if the delisting of Torres was supposed to be the start of a slow withdrawal from Spain, paying off accumulated bank debt with profits from disposals - the strategy went badly wrong. First, criticism of the KIO's activities back home in Kuwait had reached such a pitch that Fouad Jaffer was forced - in March 1990 - to resign as general manager, leaving Sheikh Fahad in day-to-day control.

Then came Iraq. Saddam Hussein's invasion of Kuwait in August 1990 was a catastrophe for the KIO as well as for the emirate itself. Suddenly, the Kuwaitis needed cash, and this would have to be generated through the sale of many of KIO's blue-chip assets.

More specifically, the Iraqi

annexation was also a serious blow to the KIO in Spain. It stopped the Torres disposal strategy and diverted the office's attention from what was becoming a financial crisis in its Spanish empire.

Torres began to disintegrate. Following the invasion no investor would touch a KIO company. With the value of their collateral thus threatened, the Torres group's creditor banks began to call in their loans. For the first time, Torres was forced to ask for a direct cash injection from the KIO - of \$400m. A few months later it was to ask for a further \$1.3bn. "Had it not," says a Torres memo at the time, "Torres would have had to declare bankruptcy."

To make matters worse, the KIO is alleged to have sought to use Torres - one of the few substantial companies in the world in which it exercised complete management control - as a source of funds for the emirate's war effort. Former KIO managers claim that up to \$500m was channelled from Torres to the exiled Kuwaiti government - although the new KIO management says this money has not been accounted for and that it regards it as missing.

"Torres was the only way the Kuwaitis could get their money early in the crisis," says a former KIO manager. "It's incredible that the new management should expose one of the best covert operations of the war."

The KIO had become the government-in-exile's only source of funds and it was being run, effectively, by Sheikh Ali Khalifa, by then finance minister, and Sheikh Fahad. Together with Trevor Ball and Bruce Dawson, these two men directed the financing of the war, discreetly selling stock around the world to pay huge bills being demanded by the US and its allies.

The liberation of Kuwait brought great changes to the emirate, mostly centred on diminishing the power of the Emir. One of those changes was a new cabinet and one of the biggest heads to roll was that of Ali Khalifa. His replacement as finance minister, Nasser Abdullah al-Rowdan, quickly set about counting what Kuwait had left. The Reserve for Future Generations, worth \$75bn before the war, had been cut in half.

The most obvious hemorrhage was in Spain, and the new finance minister began to lobby for Sheikh Fahad's removal as KIO chairman. That was achieved this February, when he was replaced by Ali-Rashid al-Bader, chairman of the troubled Bank of Kuwait and the Middle East. The KIO had changed too. Trevor Ball died in 1991. Fahad al-Sabah is pensioned off and lives in London, as does Fouad Jaffer. Bruce Dawson has retired.

In May, al-Bader appointed a close friend, Mahmoud al-Nouri, to run Torres and De la Rosa resigned. From that moment on, al-Bader and al-Nouri have turned the heat up on the old team at the KIO and Torres. They ordered Torres's

auditors, Coopers & Lybrand, to rework the Torres 1991 accounts, valuing assets at market value and not at cost, which turned a tiny profit last year into a \$400m loss.

Both men are clearly convinced that money was misappropriated in Spain, though they say they do not yet fully understand how. The KIO's lawyers, Stephenson Harwood, and Peat Marwick have just completed a long investigation into the Spanish investments and the Kuwaiti government is considering whether to bring legal action against De la Rosa, Jaffer and Sheikh Fahad. "Our findings point to what appear to be significant irregularities," says Kenneth Bonavia, Stephenson Harwood's partner in Spain.

The current KIO management's complaints of irregularities in its Spanish investments are twofold: first, that the office has never seen profits from Spain; and second, that the large direct transfers from the KIO to Spain after the Iraqi invasion of August 1990 have disappeared.

From the FT's inquiries it seems that the first complaint is at best disingenuous. The KIO's own documents show that it recorded profits from Spain being transferred to external accounts offshore, and this was later confirmed in Peat Marwick's report.

The second charge is more contentious. Former KIO managers, defending themselves against accusations of impropriety, say monies transferred from the KIO to Torres were swallowed up by the group's losses, resulting from its debt burden, from increasingly difficult trading conditions in Spain, from the problems created by the Iraqi invasion of Kuwait, and from the operation to support Torres shares. The current KIO management is contesting the legality of some of the share support operations, although it has repaid a portion of the bank loans which financed them.

Any legal action could embarrass powerful figures in Kuwait and expose the fact that the Office was investing in Spain on behalf of Kuwaiti third parties. Indeed, as allegations have been made, the KIO has begun to retaliate. In a statement last week its spokesman said that he had so far remained silent so as not to "damage the KIO by obliging it to open its books" in court.

If the new KIO bosses have found a mess in Spain, an increasing number of bankers and analysts in Madrid feel their hunt for someone to blame has compounded the problem. Ercros, the chemical company, has collapsed and is in receivership after the new KIO management refused to support it. The Prima property group seems likely to go the same way unless a buyer can be found. Creditors have been told they will not get their money. Last Tuesday, Grupo Torres defaulted on international bank loans of \$400m; they have to be repaid by the KIO, which guaranteed them.

Since June, when al-Nouri took control of Torres and began, through public relations advisers, denouncing his predecessors, the value of its portfolio has plummeted. Stock in Ebro, the food group, for example, worth more than Ptas2,000 in mid-May, is now worth just Ptas965. It becomes a vicious circle. The more the new KIO managers complain there is money missing in Spain, the more the value of their assets falls.

"The KIO is using its Spanish investments to resolve its internal problems," said Mr Carlo Bonomi, chairman of Saffa, the big Italian industrial group which has a 6 per cent stake in Prima. "It is completely irresponsible. The new managers are at war with the old managers while the [Spanish] companies are being ruined."

Al-Bader, the current KIO president, is anxious to return the office to its old role as a discreet, low-risk trader. But in his rush to extricate his organisation from Spain, he may be further harming Kuwait's reputation with the international financial community. Last week's defaults, for example, were a direct result of the new KIO management's reluctance to restore its Spanish companies to health. Since the Gulf war, Kuwait has become a big borrower, and bankers will be sensitive to the way the KIO treats Torres's remaining Spanish debt.

The KIO is in a bind. If it is to recover any of the money it has pumped into Spain, it will have to produce a recovery in the fortunes of Grupo Torres, and that - given the hostility of Spanish banks - will inevitably mean providing it with yet more funds in the short term. If it concentrates exclusively on its quest for retribution against those it believes have betrayed it, it risks losing everything.

The KIO in Spain

in order to pay for acquisitions. December 1988: Another capital increase - \$400m - to help finance debt, is not successful. Torres accumulates its own stock financed with bank loan.

December 1989: KIO decides to take Grupo Torres private. Torres shareholders offered mix of cash and Prima shares. New Torres loans taken out to buy up Prima stock that flows back to the market. These shares parked with associates.

Early 1990: Efforts begin to try to sell assets. August 1990: Iraqi annexation of Kuwait. Value of collateral of Torres loans fall and banks call in debt. Torres asks KIO for \$400m and, later, another \$1.3bn.

June 1991: These transfers converted into equity. Banks begin demanding KIO guarantees for credit to Torres. December 1991: KPMG Peat Marwick values Torres assets at \$2.9bn to \$4.4bn. February 1992: KIO chairman retires, replaced by Ali-Bader. May 1992: De la Rosa leaves Torres, replaced by Mahmoud al-Nouri. June to November 1992: New KIO/Torres team attacks former KIO leaders and De la Rosa stewardship of Spanish assets. Ercros goes into receivership. Prima funding stopped. Torres says debts are \$3bn.

INTERNATIONAL CAPITAL MARKETS

INTERNATIONAL BONDS

Brussels' investment plans push EIB to centre-stage

TO POLITICIANS, it means putting people back to work. To the capital markets, it means a greater demand for finance - and to other borrowers, particularly companies, it could mean higher borrowing costs.

Last week, politicians in Brussels proposed huge extra investment in infrastructure projects across the European Community as a way of reviving the flagging economies of member states. They also tentatively suggested how such a package could be financed: through the European Investment Bank, the EC states' development bank, which is already the biggest borrower on the international capital markets.

With considerable competition for funds expected in the international markets next year - in part from the states which are the EIB's shareholders - any such programme would push up costs for all borrowers.

EC states seem unwilling to fund new projects directly. With growing budget deficits to finance, and a widening gap between their current fiscal positions and what they would have to achieve to meet the Maastricht convergence criteria, the emphasis is on fiscal restraint. A desire to take the pressure off domestic bond markets - and to rebuild depleted reserves - has already driven a number of European sovereign borrowers into the

international bond markets, and more are expected.

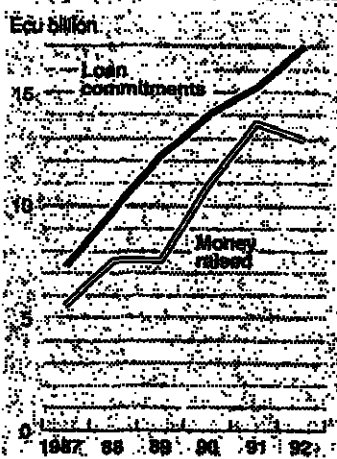
That leaves the EIB holding centre-stage in any new growth programme, although its chairman, Mr. Ernst-Günther Bröder, cautioned last week against expecting too much, too soon. For a start, he said, the EIB is putting more effort into its credit appraisal process: it no longer has the guarantee of member states to back it, and so is more aware of the need to avoid losses and build reserves.

Also, the EIB typically lends only around a quarter of the amount needed for any project. It waits for projects to be largely financed commercially first. So any pick-up in lending depends mainly on the promoters of particular projects.

There are other reasons why the EIB's presence in the markets may not pick up dramatically. It is considering issuing guarantees to commercial banks to encourage them to lend in some cases, rather than lending directly itself, says Mr. Bröder. Bankers welcomed the idea last week: they currently have no exposure to the EIB, and would be happy to take on such a credit risk.

Should the bank need to borrow more from the bond market, there is no theoretical limit to the amount it could raise, says Mr. Bröder. Its capital base was doubled in size at

European Investment Bank



the beginning of last year, and most of this capital remains unused. Also, the EIB's A.A.A.-rating and sovereign shareholders make it one of the top credits around.

The effects of any sharp upturn in EIB borrowing are not easy to predict, either on the bank's own borrowing costs or those of other customers of the Eurobond market. That is partly due to the bank's borrowing strategy in the past.

While other large borrowers have turned in recent years to ever-broadening bond issues, the EIB has remained close to its Eurobond

roots: issuing smaller amounts in a range of currencies in deals often aimed at retail investors.

Until two months ago, this was not surprising. The withholding tax privilege accorded to supranational agencies like the EIB by Italy made it cheaper to issue bonds to Italian investors. With the tax advantage now scrapped, that has changed.

Two approaches are now possible. The EIB could continue with its opportunistic strategy, trying to keep borrowing costs as low as possible in the short term; or it could set out to establish bigger, benchmark issues in an attempt to build a new following among a wider range of institutional investors.

It seems initially to be following the first route, reaching into a wider range of markets to find opportunities to borrow cheaply. The bank raised \$200m in the US earlier this month, its first drawing under a \$750m medium-term note facility, an EIB official says - its first venture into the domestic US market for some time. It is also looking at borrowing in a wider range of European currencies: the Belgian franc, the Luxembourg franc and the Dutch guilder are all under-used, the official says.

All of this is to make up in part for the disruption of the Ecu market, which provided 18 per cent of the bank's new funds last year.

However, the EIB adds that the Ecu could still be one of its most important currencies. "It could easily come back. We think we could do something in the near future."

This apparent determination to follow its familiar borrowing strategy follows what the EIB says was something of a surprise this autumn: the loss of the withholding tax privilege has had only a small effect on its borrowing costs. A short-dated dollar issue launched last month cost only "a few basis points" more than a similar issue in March, even though yield spreads in the market generally have widened.

Should the bank change its mind and move into the US market, it could find itself paying much more. Its bonds would be priced against those of the World Bank, says one US banker: "They haven't had to do that for a long time."

But if the bank stays in the Eurozone, any extra borrowing would make life more difficult for other issuers. If a crunch develops, it will not be the EIB that is crowded out of the market. As one London banker says: "There is going to be stiff competition for funds in 1993, there's no doubt about it. But the ones who will be squeezed out will be the corporates."

Richard Waters

NEW INTERNATIONAL BOND ISSUES

Borrowers	Amount m.	Maturity	Av. life years	Coupon %	Price	Book runner	Offer yield %
US DOLLARS							
Olympic Optical Co.(*)	400	1996	4	2 3/4	100	Yamaichi Intl. Europe	-
Yoshida Japan Corp.(*)	100	1996	4	2 3/4	100	Nomura Intl.	-
Daikin Ind.(*)	120	1996	4	2 3/4	100	Daikin Europe	-
Rabobank Nederland(*)	50	2002	10	(f)	99 1/2	US P&S Secs.	-
Matsumoto Elec. Works(*)	300	1996	4	2 3/4	100	Yamaichi Intl.	-
Mitsubishi Corp.(*)	150	1996	4	2 3/4	100	Yamaichi Intl.	-
SHOJI(*)	150	2002	10	(f)	99 1/2	Kidder Peabody	-
Abbey Healthcare Group(*)	75	2002	10	6 1/2	100	County Natwest Sec.	5.487
Tanaka Co.(*)	70	1996	4	2 3/4	100	Nikko Europe	-
Daiwa House Ind.Co.(*)	300	1996	4	2 3/4	100	Nomura Intl.	-
Finland Export Credit(*)	200	1996	4	(f)	100	Salomon Brothers Intl.	-
Rabobank Nederland(*)	150	1997	5	(f)	101.825	Morgan Stanley Intl.	-
DEMARS							
African Dev. Bank(*)	300	1997	5	7 1/2	101.96	DG Bank	7.022
Iran-Gulf Steel Comm.	217	1997	5	7 1/2	101.96	Commerzbank AG	6.781
Kansai Elec. Power Co.	500	1997	5	7 1/2	101 1/2	Dresdner Bank	6.795
YEN							
Japan Airlines Co.	500m	2003	10.25	5.5	101.00	Nomura Intl.	5.351
YAMCO Corp.(*)	500m	1997	5	4 1/2	99.728	TCB Intl.	4.592
Kubota Corp.(*)	150m	1997	5	(f)	100	Daikin Europe	-
NKK Corp	200m	1989	8.25	5.30	101.80	Nomura Intl.	4.954
NIKKO Corp	200m	2000	7.25	5.40	101.75	Daikin Europe	5.101
STERLING							
World Bank	200	1998	6	7 1/2	99.00	Baring Brothers	7.402
CHRYSLER	15	1997	5	(f)	92.75	Goldman Sachs	-
National Westminster Bk.(*)	200	(s)	-	1 1/2	100.85	Nat.West Cap.Mkts.	-
LSMO	100	1999	6.5	9 1/2	99.78	US P&S Secs.	9.528
Kyushu Electric Power	150	1997	5	6	99.80	S.G. Warburg Secs.	8.050
FRENCH FRANCS							
Societe Generale	1bn	2002	10	8.75	102.28	Societe Generale	8.400
Societe Generale	500	1996	4	8.25	100.20	Societe Generale	8.189
SWISS FRANCS							
City of Copenhagen(*)	100	2000	7	6 1/4	101 1/2	US P&S Secs.	5.369
Sumitomo Ind. Ind.(*)	200	1996	4	2 3/4	100	Credit Suisse	-
Eurofima Ind. Co.(*)	30	2003	10	8 1/2	102 1/2	Credit Suisse	8.206
Daikin House Ind.Co.(*)	30	1996	4	2 3/4	100	Union Bank of Switzerland	-
Takara Standard Co.(*)	100	1996	4	2.575	100	Bank of America	-
Toyo Chemical(*)	25	1996	4	2.875	100	Paribas Suisse	-
CANADIAN DOLLARS							
Federal Business Dev. Bk.	100	1996	4	7 1/4	99.90	Wood Gundy	7.280
GUILLERDS							
IGB Deutsche Ind.(*)	200	2003	10	8	100.80	Rabobank Nederland.	7.911
Fortis Finance NV	350	2002	10	7 1/2	100.40	ABN Amro NV	7.567
LUXEMBOURG FRANCS							
Credit A L'Industrie	500	2000	8	8.25	102.125	Gregem Intl. Bank	7.882
Gregem Intl. Bank	400	1996	4	8	102.25	Gregem Intl. Bank	7.301
Caisse Hypothecaire	500	1997	5	8	102.10	BITL	7.481

RISK AND REWARD

Growing concern over the dangers of counterparty credit



THE importance attached to counterparty credit risk has increased substantially in recent years, due to declining confidence in the financial strength of banks and securities houses which have seen business fall away as their credit quality has deteriorated. According to a recent report by the BIS: "At the long end of the market, counterparties pay more attention to credit standing than to the prices offered. This has resulted in a large share of the longer-dated swaps market being arranged by a relatively small number of highly rated institutions."

But weaker rated institutions have come up with an answer: a separately capitalised derivatives unit, structured so that it qualifies for a double-A or triple-A credit rating. Many are considering establishing credit-enhanced units in the coming year, based loosely on the model of Merrill Lynch Derivatives Products, established a year ago.

Salomon Brothers is expected to set up a credit-enhanced vehicle in the next few months, while Citicorp, Citibank, Chase Manhattan, Lehman Brothers, and Kidder Peabody are also considering this route. (Goldman Sachs set up a separately capitalised derivatives unit earlier this year, but with somewhat different objectives.)

According to Mr. Christian Schade, vice-president in charge of European swaps marketing at MLDP: "Our derivatives business has expanded across the board, because of the vehicle. We can deal with counterparties who would not normally consider us."

But a number of market participants say that such a structure is costly, using up excessive capital. By channelling resources into a relatively capital-intensive area, other areas of business may be held back. Nor are regulators convinced that "ring-fencing" works. If rumours that a financial institution was facing difficulties swept the market, a separately capitalised unit would not necessarily be immune from a change in sentiment.

One reason for the reluctance to allow netting is the doubt about its legal enforceability in a number of jurisdictions. However, a report

Tracy Corrigan

C. Itoh Finance

(Europe) PLC

(Incorporated in England under the Companies Act 1948 to 1983)

Y5,500,000,000

Guaranteed Floating Rate

Notes

Due 1993

Unconditionally and irrevocably guaranteed as to payment of principal and interest by

C. Itoh & Co., Ltd.

(Incorporated with limited liability in Japan)

Notice is hereby given that the Rate of Interest for the Interest Period from 30th November, 1992 to 30th May, 1993 is 4.32% per annum. Interest payable on 31st May, 1993 will amount to Y2,142,247 per Y100,000,000 principal amount of the Notes.

Agent Bank

The Long-Term Credit Bank of Japan, Limited

Tokyo

C.P. International

Investments Limited

(Formerly Consolidated Press (Finance) Limited)

US \$92,000,000

Subordinated Floating Rate

Notes due 1993 (the "Notes")

Guaranteed on a subordinated basis by

Consolidated Press Holdings Limited

Notice is hereby given that for the six months Interest Period commencing 30th November, 1992 to 29th May, 1993 the Notes will bear a Rate of Interest of 4.7031% per annum.

The Interest Amount payable on 29th May, 1993 will amount to U.S. \$3,364.96 per U.S. \$1,000,000 Note.

The Mitsubishi Bank, Limited

London Branch

Agent Bank

National Westminster Bank

(Incorporated in England with limited liability)

US\$ 500,000,000 Primary Capital FRNs (Series "C")

In accordance with the provisions of the Notes, notice is hereby given that for the three months interest period from November 30, 1992 to February 28, 1993 the Notes will carry an interest rate of 4% per annum.

The interest payable on the relevant interest payment date, February 28, 1993 against coupon No. 29 will amount to US\$ 97.78 for Notes of US\$ 100,000 nominal and US\$ 97.78 for Notes of US\$ 100,000 nominal.

The Agent Bank

Kreditbank S.A. Luxembourg

STATE BANK OF SOUTH AUSTRALIA

Yen 1,000,000,000

Guaranteed Floating Rate

Notes due 1994

unconditionally guaranteed by

The Treasurer of the State of South Australia

Interest Period

29th November, 1992 to 28th May, 1993

Interest Rate

5% per annum

Interest Payment due

28th May, 1993 per

Yen 100,000,000 Note Yen 2,841,000

The Nippon Credit Bank, Ltd.,

Tokyo

Agent Bank

30th November, 1992

U.S. \$500,000,000

Lloyds Bank Plc

(Incorporated in England with limited liability)

Primary Capital Undated

Floating Rate Notes (Series 2)

For the three months, November 30, 1992 to February 28, 1993

will carry an interest rate of 4 1/4% per annum, plus a Coupon

amount of U.S. \$99.21 payable

on February 28, 1993.

By: The Chase Manhattan Bank, N.A.

London, Agent Bank

THE COMMERCIAL COMPANY OF SALONICA PLC.

Notice is hereby given that the Nineteenth Annual General Meeting of the Company will be held at the Company's office in Athens (Greece), Kerkiras Street 49, on Monday the 28th day of December 1992 at 12.00 noon, for the following purposes:

1) To receive the report of the Directors and the audited Accounts of the Company, for the Financial Year ended 31st December 1991.

2) To propose the following resolutions for the remuneration of Directors, of which special notice has been given in the Company's notice in accordance with sections 293 and 369 of the Companies Act 1985: That Mrs. Chantzia I. Saporta, who has attained the age of 70 years, be re-elected as Director of the Company.

3) To approve the remuneration of Mr. Antonios P. Papanastasiou, who offers himself for reelection as Director of the Company.

4) To approve the appointment of Mrs. Marion P. Papanastasiou as Director of the Company.

5) To decide upon the appointment of the auditors of the Company.

6) To approve that the remuneration of the auditors shall be fixed by the Board and to determine the remuneration of the Directors.

In accordance with article 21 of the articles of association, shareholders desiring to be present at or to vote at the meeting, must deposit their shares at least five days before the meeting at the office of the Company at Thessaloniki, or the Company's office in London, Messrs. Charney Valentin (C.D. Travellers), 10-12 Russell Square, London WC1B 5LF, or at PricewaterhouseCoopers, 15, Avenue Emile Reuter, Luxembourg.

Any member of the Company entitled to attend and vote at the meeting, may appoint another person (member of the Company or not), as his proxy to attend and vote instead of him.

Salonica, November 12th, 1992

By Order of the Board

Chantzia I. Saporta, Director

U.S. \$300,000,000

Woodside Financial Services Ltd.

(Incorporated in the State of Victoria)

Guaranteed Floating Rate Notes due February 1997

Unconditionally Guaranteed by

The Industrial Bank of Japan, Ltd.

In accordance with the Terms and Conditions of the Notes, notice is hereby given that for the Interest Period from November 30, 1992 to February 28, 1993 the Notes will carry an Interest Rate of 5 1/4% per annum. The amount payable on February 28, 1993 will be U.S. \$3,208.33 and U.S. \$128.33 respectively for Notes in denominations of U.S. \$250,000 and U.S. \$10,000.

By: The Chase Manhattan Bank, N.A.

London, Agent Bank

November 30, 1992

Notice to the holders of the Warrants of

NIPPON OIL COMPANY, LIMITED

U.S. \$500,000,000

2 1/4% per cent. Bonds 1993 with

Warrants (the "Warrants")

Pursuant to Clause 3 of the Instrument dated 14th December, 1989, concerning the Warrants, notice is hereby given as follows:

Nippon Oil Company, Limited has made an issuance of Japanese Yen ("Yen") 50 billion Convertible Bonds due 2000 on 25th November, 1992 at the initial conversion price of Yen 625 per share which is less than the current market price per share of Yen 653.90 on 25th November, 1992 calculated as provided in Clause 3 of the Instrument.

As a result of such issuance and pursuant to Clause 3 of the Instrument, the subscription price of the Warrants has been adjusted effective as from 26th November, 1992 (Japan time) as follows:

Before adjustment: Yen 1,825.00

After adjustment: Yen 1,820.20

Nippon Oil Company, Limited

30th November, 1992

SOCIETE GENERALE

USD 500,000,000

UNDATED

SUBORDINATED

FLOATING RATE

NOTES

For the period

November 30, 1992

to May 2

CANADA

Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng	Sales	Stock	High	Low	Close	Chng
TORONTO																	
4 pm close November 27																	
Quotations in cents unless marked \$																	
1000 Alkahl P	\$73.0	13.0	13.0	13.0		3000 Deleson A	\$27.0	27.0	27.0	27.0		4700 S&W Corp A	57.0	65.0	67.0	+1.0	+1.0
1900 AgriCo Inc	486	486	486	486		3000 Deleson B	56.0	64.0	64.0	64.0		10900 S&W Corp B	57.0	65.0	67.0	+1.0	+1.0
8000 Air Can	280	278	280	280		3000 Deleson C	56.0	64.0	64.0	64.0		4000 S&W Corp C	56.0	64.0	67.0	+1.0	+1.0
1000 Alkahl P	\$14.0	13.0	13.0	13.0		19800 Drexler	490	480	490	+1.0	17000 S&W Corp D	56.0	64.0	67.0	+1.0	+1.0	
2000 Alkahl P	\$14.0	13.0	13.0	13.0		19800 Drexler	490	480	490	+1.0	2000 S&W Corp E	56.0	64.0	67.0	+1.0	+1.0	
45000 Alcan Al J	\$21.0	21.0	21.0	21.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp F	56.0	64.0	67.0	+1.0	+1.0	
14000 Alcan B	\$25.0	24.0	24.0	24.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp G	56.0	64.0	67.0	+1.0	+1.0	
4000 Alcan C	\$11.0	11.0	11.0	11.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp H	56.0	64.0	67.0	+1.0	+1.0	
12000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp I	56.0	64.0	67.0	+1.0	+1.0	
6000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp J	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp K	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp L	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp M	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp N	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp O	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp P	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp Q	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp R	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp S	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp T	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp U	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp V	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp W	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp X	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp Y	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp Z	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AA	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AB	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AC	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AD	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AE	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AF	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AG	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AH	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AI	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AJ	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AK	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AL	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AM	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AN	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AO	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AP	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AQ	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AR	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AS	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AT	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AU	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AV	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AW	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AX	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AY	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp AZ	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BA	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BB	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BC	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BD	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BE	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BF	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BG	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BH	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BI	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BJ	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BK	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BL	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BM	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BN	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BO	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BP	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BQ	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BR	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BS	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BT	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BU	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BV	56.0	64.0	67.0	+1.0	+1.0	
1000 Bk Mtd	\$44.0	44.0	44.0	44.0		2000 Drexler	490	480	490	+1.0	2000 S&W Corp BW	56.0	64.0	67.0	+1.0	+1.0	
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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGE AND MONEY MARKETS

Focus on ERM

NOBODY can say for certain that tensions in the European Exchange Rate Mechanism are over, and there will be a strong focus this week on the D-Mark's performance against the weaker ERM currencies, writes James Blue.

The Irish authorities will continue to make a concerted effort to defend the Irish punt this week, and overnight rates are due to be set at around 100 per cent from today.

UK clearing bank base lending rate 7 per cent from November 13, 1992

There may be more intense pressure on the French franc. The French currency fell through the FF3.40 to the D-Mark level last week. Many analysts continue to think that if there is strong pressure on the currency it will come in the New Year, because dealers do not want to keep positions open for long towards the year end.

The market remains undecided about whether the dollar can make a concerted

POUND SPOT - FORWARD AGAINST THE POUND

Nov 27	Nov 27 Day's gain	Close	One month	% p.a.	Three months	% p.a.
US	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Canada	1.3325	1.3410	1.3380	1.3390	0.33-0.34	0.33-0.34
Netherlands	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Belgium	49.25	50.50	49.10	50.10	5.10-5.15	1.10-1.15
France	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Italy	9.05	9.30	9.02	9.25	4.0-4.1	1.0-1.1
Spain	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Portugal	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Greece	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Sweden	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Norway	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Denmark	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Finland	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Poland	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Czech	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Slovak	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Hungary	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Slovenia	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Croatia	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Serbia	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Bosnia	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Herzegovina	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Montenegro	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Albania	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Moldova	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Romania	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Bulgaria	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Ghana	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Sierra Leone	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Liberia	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Ivory Coast	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Upper Volta	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Niger	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Chad	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Cameroon	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Cote d'Ivoire	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Senegal	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Gambia	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Guinea	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Sierra Leone	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Liberia	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Ivory Coast	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
Upper Volta	1.5055	1.5140	1.5110	1.5120	0.47-0.48	0.47-0.48
N						

INVESTMENT TRUSTS - Cont.				
WYK	Div	Dividend	MR	Last

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The following changes have been made to the FT Share Information Service: *Adco Alcolac (Alcolac) (Oil & Gas) Trinity Group (Motors) and Vardon Group (Hotels & Resorts), Deleth: Alsternak Ltd. (Hotels & Resorts), Anderson (Hotels & Resorts), Empress Mines and Oregon Inc. (Mines/Australia).*

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6. كذا من الأصل

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FINANCIAL

NASDAQ NATIONAL MARKET

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$+1\frac{1}{2}$	Honey Hair	9	247	8 $\frac{1}{2}$	8	8 $\frac{1}{2}$	$+1\frac{1}{2}$	Oreola Sy	42	3854	21	20 $\frac{1}{2}$	20 $\frac{1}{2}$	$+1\frac{1}{2}$
$-6\frac{1}{2}$	Horse Dice	0.72	12	43	14	13 $\frac{1}{2}$	13 $\frac{1}{2}$	On Some	76	886	13 $\frac{1}{2}$	11 $\frac{1}{2}$	13	$-1\frac{1}{2}$
$+2\frac{1}{2}$	Haverty Bul	5	74	23 $\frac{1}{2}$	21 $\frac{1}{2}$	2 $\frac{1}{2}$	$-1\frac{1}{2}$	Oregonals	0.31	8	130	4	3 $\frac{1}{2}$	3 $\frac{1}{2}$
	Haverty Bul	5	74	23 $\frac{1}{2}$	21 $\frac{1}{2}$	2 $\frac{1}{2}$		Outmap	17	61	5 $\frac{1}{2}$	6 $\frac{1}{2}$	5 $\frac{1}{2}$	$+1\frac{1}{2}$

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MONDAY INTERVIEW

Europe's flexible friend

Martin Bangemann, European Commission vice-president, talks to Andrew Hill

Mr Martin Bangemann, vice-president of the European Commission and former German economics minister, is used to being misrepresented in the press. He says it does not bother him: "If people start with a horrible vision of you, they can only be pleasantly surprised."

Many people in Europe have built up a horrible vision of Mr Bangemann since 1989, when he became Germany's senior commissioner, responsible for the internal market and industrial policy. According to the extensive Bangemann mythology, this is the man who tried to ban the UK prawn-cocktail crisp, to outlaw dozens of traditional unpasteurised cheeses, and to eradicate the Spanish slide – the squiggle over the "n" of España – in the interests of EC harmonisation.

In fact, Mr Bangemann perpetrated none of these alleged crimes against national sovereignty but as internal market commissioner he was held responsible. On the other hand, there is no doubt that the bulky commissioner has frequently trodden on people's toes. Earlier this year, for example, he attacked officials in the Commission's competition directorate, describing them as "ayatollahs" and "gurus", for their over-legalistic approach to anti-trust policy. And this month, Mr Bangemann infuriated a nervous UK government with – in the words of Prime Minister John Major – a "very silly and ill-informed" speech linking the Maastricht treaty to federalism on the eve of the British parliament's vote on ratification.

Today, Mr Bangemann may upset the British again. He is attending a meeting of EC immigration ministers in London, armed with a Commission legal opinion that says Britain must lift its border controls on travellers within the EC on January 1 1993.

But Mr Bangemann, 58, will not be demanding satisfaction from Britain – or from the 11 other EC members, which are also beginning to express doubts about the wisdom of lifting controls so soon. He says he will look for a practical solution to the problem.

Mr Bangemann has a doctorate in law, but he claims to be, above all, a pragmatist and a politician. "People who stick to a theory are always better off [than pragmatists] because they appear completely pure

and consistent." Mr Bangemann believes his pragmatism is one reason why he has been criticised as inconsistent. This is one element of the principal charge against the commissioner – that he is a political lightweight. Another is his apparent reluctance to bury himself in complex dossiers. Although he is eloquent, affable and erudite, national and Commission officials say he lacks the taste for detail which is the strongpoint of commissioners such as Sir Leon Brittan, the EC commissioner for competition and financial services.

His political flexibility has come under fire before. When Mr Bangemann was German economics minister, between 1984 and 1989, he disappointed his own party – the free-market Liberal Free Democrats (FDP) – by championing the controversial takeover of Messerschmitt-Bölkow-Blom (MBB), the aerospace company, by Daimler-Benz, the German motor group.

His party colleagues and the German cartel office believed the merger would distort competition and reinforce Daimler-Benz's dominance. Mr Bangemann still dismisses these complaints. A merger was essential to give the German company the strength to take part in civil aircraft programmes, he argues.

In Brussels, he has continued to eschew the narrow, legal approach and favour the flexible political solution. In framing an industrial policy, for example, Mr Bangemann and his officials have tried not to be hamstrung either by free-trade or protectionist prescriptions for industry.

According to the Commission's 1990 paper on industrial policy, political authorities should aim to put in place a suitable environment in which business can flourish, for example by encouraging the development of the single market and global free trade. "Protectionists must be persuaded to cease subsidising industrial policy and orthodox economists have to admit that ideal societies do not exist," says Mr Bangemann in a recent book on industrial policy. "A European industrial policy must find a reasonable compromise between the two extremes."

The central example of Mr Bangemann's practical approach was last year's voluntary agreement with Tokyo to restrain the import of Japanese cars, while gradually removing national quotas within the EC.



'I'm not defending theories'

That deal, he says, found a middle line between leaving protectionist restrictions in place, and opening the market suddenly – an option which might have destroyed an unprepared EC industry. At the time, however, the accord was also attacked for being non-binding – hallmarks of a delicate compromise.

The real debate over industrial policy in the past four years has been fought over competition cases, specifically

mission's competition officials. "They always tend to define competition in legal terms, in abstract terms, and that is not right because competition is changing day by day," he says. Mr Bangemann maintains, for example, that the Commission should have waved through last year's controversial takeover of De Havilland, the Canadian aircraft manufacturer, by Aerospaciale of France and Alenia of Italy. A favourable decision would have created a European force in the world market for commuter aircraft, Mr Bangemann claimed at the time.

Sir Leon won the day. But Mr Bangemann has continued to claim that he got the De Havilland recommendation wrong. He maintains that the competition commissioner defined the market too narrowly, exaggerating the deal's impact. This is one issue on which Mr Bangemann, for all his pragmatism, appears unshakable. Another is federalism, the theme of his speech in Berlin earlier this month which so incensed Mr Major.

In the speech, Mr Bangemann reiterated his view that the Maastricht treaty points towards a federal European state. This was the sort of comment he had made a hundred times in the past. Mr Bangemann says, But, given that the British government was about to risk defeat from the opposition and some of its own backbenchers on Maastricht, were the timing and tone of the speech rather insensitive?

"If I'd said something different when [integration] was the subject of the conference, people would have been really astonished," he replies.

In spite of the EC's trials, the commissioner is relaxed about the Community's prospects, even if the result is a two-speed Europe. "If Maastricht fails then there will be a new impetus, because out of any crisis [Europe] has experi-

enced, something new and better has emerged."

Mr Bangemann is adamant that internal-market changes which come into force on January 1 will create opportunities for European business to prosper, even if important areas of liberalisation in energy and telecommunications, for example – have been deferred.

As for the issue of border controls, Mr Bangemann will try to nudge immigration ministers at today's London meeting towards one of his pragmatic solutions, so that the EC can be declared open at midnight on December 31.

The British have already suggested one way of easing controls on people without having to give up border checks altogether. EC visitors should be allowed simply to show the cover of their passports to immigration officials at UK borders. As a classic political compromise, it is appropriate that it should already have been dubbed "the Bangemann wave".

US pressure is the final straw

The family of Jean-Philippe Garnot has been growing cereals on the wide plains of Brie east of Paris for generations. Yet never before has the region been so much under threat, says Mr Garnot.

The threat comes from US pressure to cut European subsidised farm exports. The European Community, to which farmers such as Mr Garnot have always turned for protection, has caved in to American demands, he says. Today Mr Garnot, 35, feels abandoned by Brussels.

"Why should American farmers have the right to produce and European farmers not have the right to produce?" asks Mr Garnot, who like many fellow farmers is a loyal right-wing Gaullist.

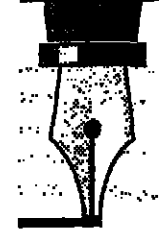
"The Americans are just defending their corner. More than half our fight is against the European Commission," he adds. "We are not really understood by the Commission... A few commissioners have signed something that is in the general interest, but when you take the special case of France, it is catastrophic."

Mr Garnot, a pillar of the local branch of the FNSEA, France's main farm union, manned the barricades in last week's farmers' demonstrations in Paris and will do again at a rally with other European farmers in Strasbourg tomorrow. He believes he is defending his region and his job.

Many people believe Mr Garnot and his colleagues are wrong, that French farmers have lived for too long under the cosy protection of the EC's Common Agricultural Policy (CAP). French farmers, critics say, should have faced up to the realities of international competition years ago.

Yet the problem does not look that simple from the vantage point of the 14th century keep that dominates Mr Garnot's farmhouse. The tower looks out over a tapestry of pale green shades, the first shoots of a crop sown six weeks ago, which stretches away towards the medieval market town of Rozay-en-Brie.

Letter from



ROZAY-EN-BRIE

The view has not changed very much for hundreds of years, during which time Brie supplied the famous cheese of the same name and wheat for Parisians' bread. Yet the view is about to change, and with it the region's fortunes, farmers fear. Next year ugly brown squares will appear in the tapestry, fields to be left fallow under CAP reforms designed to take land out of production – the so-called set-aside scheme.

The local economy, still firmly wedded to its rural roots, cannot generate new jobs to replace the more than 1,000 farmworkers that Mr Garnot estimates will lose their jobs in his département of Seine-et-Marne over the next three years.

The movement of jobs and people away from the country – desertification – has just started to blight the fertile cereal plains of Brie. Desertification in Brie is nothing like as bad as in the poorer central and south-western France. Yet the first signs are there, with the closure of a butcher's shop and a bakery in a village near Mr Garnot's last year.

As elsewhere in France, local people are looking for someone to blame for their economic plight. Some have turned against the EC, in line with other rural communities which nearly succeeded in persuading the nation to vote down the Maastricht treaty in September's referendum. A faded poster on a wall bordering the track to Mr Garnot's tower declares: "Maastricht, unemployment, taxes."

Mr Garnot will survive the CAP reform better than most because his farm is relatively large – more than 300 hectares – and on prime land. But he

will not entirely escape the impact of the CAP reforms and he fears the EC-US trade accord will hit him even harder.

Under the CAP reforms, Mr Garnot, like other large cereal farmers, is obliged to take 15 per cent of his land out of production. Next year he will plough over the least productive fields. His annual turnover will fall by 7 per cent. Some fields, like his own, will be left as bare earth if their owners follow good farming practice and sterilise the soil. Poorer farmers will allow their set-aside fields to fall prey to weeds.

By 1995, Mr Garnot estimates that cuts in production and in cereal prices will reduce his annual income by 45 per cent to FF145,000 (£17,618). That will just enable him to cover his running costs, assuming he stops all investment in machinery and equipment, currently FF150,000 a year. The rest of the farm's FF450,000 annual operating income will be swallowed up by debt repayments and buying fertiliser and other materials. His one full-time farm hand might have to go.

As a director of the local branch of Crédit Agricole bank, Mr Garnot knows how badly his neighbours will be hit because he keeps an eye on their bank accounts. Some farmers have already reached the stage where it will take them 30 years to repay debts from their farms' operating income. "Who will want to buy a farm in that state?" he asks.

Mr Garnot denies that French farmers are using the US-EC trade row to try to regain ground lost under the CAP reforms. He taps away at a calculator to produce uncanny figures to support his claims that the transatlantic accord will hurt more than the Brussels reforms.

The drift of the argument is clear. If Mr Garnot can only just accept CAP reforms, he certainly cannot tolerate being pushed around by Washington. Paris must therefore use its veto, "to say stop, to let things calm down," he says.

William Dawkins

Encounter in Edinburgh

The central question facing next week's European summit in Edinburgh is whether the member states wish, or indeed are any longer able, to keep alive the Community model of European integration as we have known it for the past 40 years. No doubt all or most of the original six founder members would wish to do so, and perhaps also Spain and Portugal. But the pressure of circumstances, and contrary pulls in other directions, may make it impossible.

This fundamental question will underlie two of the most important items of the agenda: the Danish problem, and the issue of the future enlargement of the EC. The way these two issues are handled may well, between them, mark the end of the Community as we know it.

The conventional wisdom is that the Danish problem is insoluble, in fact, it may be easily soluble, but only by setting a deeply damaging precedent for the future of the Community. The Danes have asked for exemptions from some of the far-reaching ambitions of the Maastricht treaty, including monetary union and the eventual development of a common defence, and they want these exemptions to be given legally binding form.

Many people assume that the words "legally binding" would require a change in the Maastricht treaty; but since the other member states have ruled out any renegotiation, the Danes will have to scale back their demands, and solve "their" problem on their own.



IAN DAVIDSON ON EUROPE

This is precisely what they may do. The obvious precedent is the 1963 Franco-German Treaty of Friendship and Co-operation. President de Gaulle of France intended the treaty to introduce a new Franco-German priority into the policy of the Federal Republic. But when the Bundestag ratified the treaty, it tucked on a preamble which said, in effect: "This treaty does not diminish our commitment to NATO or our friendship with the US."

The lesson is simple. The Danes can simply put a new bill through their own parliament, to say, in effect: "None of the following commitments in the Maastricht treaty applies to us." This would be "legally binding" in Denmark, but not on the rest of the Community; problem solved, QED.

At that point, Maastricht may be ratifiable in Denmark; it may even be ratifiable in Britain, if Mr John Major ever recovers some authority over his party. But in either event the treaty will have been voided of much of its substance, by the unilateral action

of one member state.

The enlargement of the EC, as discussed in a recent publication, is now assumed to be inevitable, just because there are so many qualified candidates waiting at the door. Norway last week added its name to the list, which includes Austria, Finland, Sweden, Switzerland, Turkey, Cyprus and Malta.

Until now, the applications have been stalled by the trials and tribulations of Maastricht. But once the treaty is ratified, the EC can start to negotiate with the candidates.

It is not clear, however, that these candidates can join without jeopardising the EC's future development. A case in point is the treaty objective of a common foreign and security policy (CFSP). The Commission has said that no country should be admitted which is not committed to the objective of a CFSP; but four of the five leading candidates are or have been neutral. If Denmark (which is in NATO) can sign up for a common defence, and then write itself an opt-out, it will be hard to demand any foreign policy commitment from the Swedes or the Swiss.

The trouble with the treaty is that the heart of it consists of programmes for future action. Some are precise, such as the programme for monetary union; and some are vague, such as the aim of a CFSP. But the common assumption is that this is a homogeneous Community of reasonably like-minded states, all more or less committed to the programme. If the Danes,

the British or the Germans give themselves let-outs in advance, then the treaty is as leaky as a colander. It might be logical to admit members before negotiating a Maastricht-type programme, or after it had been implemented; but not in the middle.

More seriously, the admission of a large number of members must change the general character of the EC; the neutrality of the candidates is less important than their size and number. At the simplest level, it is obvious that policy decision-making will be more difficult in a Community of 17 than in one of 12; a Community of 25 will largely cease to take any decisions. One possible response would be more majority voting; the problem is that majority voting is only easily manageable in a homogeneous group, whereas enlargement necessarily means less homogeneity. Finland is much more different from Greece than Belgium is from Holland.

The essentially universalist characteristic of the EC in the past was that all member states took part in all decision-making. The programme for monetary union in the Maastricht treaty marks the beginning of variable speed policies in action; large-scale enlargement will spell the end of universalist decision-making, and thus the end of the Community as we have known it.

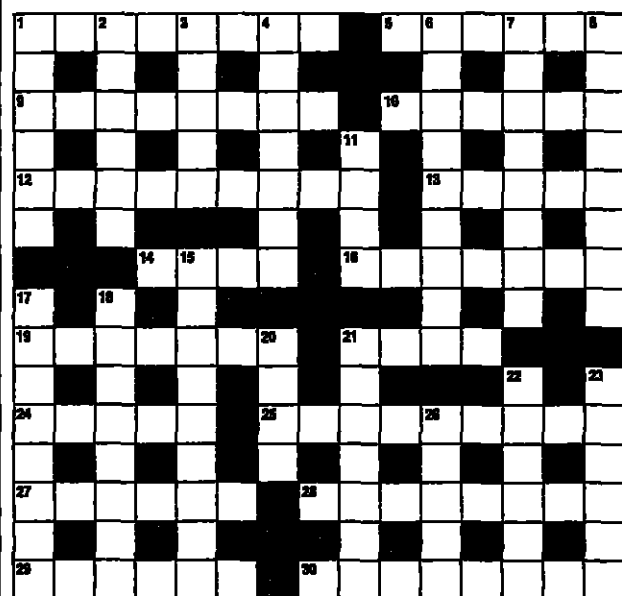
"The European Community: the Challenge of Enlargement" by Anna Michalski and Helen Wallace, Chatham House, 10 St James's Sq, SW1

Heavens above, is the City a zoo?
Bulls, bears and stags, and now Pelicans too!

Jotter Pad

CROSSWORD

No.8,016 Set by GRIFFIN



- ACROSS**
- 1 Stunt girl's down (5)
 - 5 A U-bend damaged by running water (6)
 - 9 Union expert admits backing bad article (5)
 - 10 Caught taking time off is improved (6)
 - 12 Compel prisoner to race (9)
 - 13 Month performing stage part (5)
 - 14 Joint many drink in front of (4)
 - 16 Since reason to live comes first (7)
 - 19 Enclosing very good steel organisation's letter (7)
 - 21 Satisfied with bearing in fitting (4)
 - 24 Compound of hybrid trees (5)
 - 25 Tall blonde's outstanding feature (5)
 - 27 Pulling back rug catch bird (6)
 - 28 Attractive fellow making an impression? (8)
 - 29 Travelling band captures princess (6)
 - 30 Courts backward girl in warm clothing (8)
- DOWN**
- 1 Provided stands since company's failure (6)
 - 2 Sick of very good fish (6)
 - 3 Man with craft centre (6)
 - 4 Bring back miracle performing (7)
 - 6 Have poor Alan getting cold during snowfall? (8)
 - 7 Blow up by dock (5)
 - 8 Risk putting stop to incense (6)
 - 11 Slight advance made around mid-morning (4)
 - 15 John volunteers using harbour (9)
 - 17 Recollect soldiers taking part (8)
 - 18 Silent sort of man paid attention (6)
 - 20 Some pianoforte chords resound (4)
 - 21 Attractive bar with overhead generator (7)
 - 22 I get in, putting out light (8)
 - 23 Lays on chairs, rising around midnight (6)
 - 26 Resident left cool around (6)

The solution to last Saturday's prize puzzle will be published with names of winners on Saturday December 12.

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